

Name: Rick Brush

Company: Wellville

Please describe your role within your organization.

As CEO of Wellville, a national nonprofit organization based in Connecticut, I have primary responsibility for overseeing a 10-year initiative to improve population health and financial outcomes in five U.S. communities: Clatsop County, OR; Lake County, CA; Muskegon County, MI; North Hartford, CT; and Spartanburg, SC. I also serve as advisor to a multi-sector collaborative in North Hartford. This in-kind support/technical assistance is funded by Wellville as part of North Hartford's selection as a Wellville community.

For which of the membership categories are you applying?

Subject Matter Expert: Community Health Improvement Strategies/Financing Models

Why would you like to serve on this Committee?

Changing the trajectory of health, equity and costs for all residents of Connecticut will require new ways of working together. The SIM Population Health Council can have an influential role creating systems that encourage and reward cross-sector collaboration, shared investment, and action at the community level. This aligns with Wellville's nonprofit mission.

What experience and perspective would you bring to discussions related to population health in Connecticut, specifically in the context of payment, insurance, and care delivery reforms?

I have extensive experience in health delivery and financing, including nearly a decade at the health insurer Cigna, where I was chief strategy & marketing officer for the national employer segment and launched the company's Communities of Health venture focused on the social determinants of health. Since leaving Cigna in 2011, I have worked with multiple public and private entities, health systems, community organizations and collaboratives on innovative financing, including pay-for-success and other outcomes-based strategies. I will also bring a national perspective on health reform efforts through my current work with Wellville and prior role as senior consultant at ReThink Health.

What experience and perspective would you bring to discussions related to a strategy to maintain a system of population health data; a strategy for implementing community prevention services; and a strategy for Health Enhancement Communities (also known as Accountable Communities of Health)?

Wellville helps its communities develop and implement data-driven population health strategies through multi-sector collaboration and sustainable financing. Our goal is to demonstrate the value of investing in the upstream drivers of health, while reducing the costs of downstream issues and remediation. We are learning a lot through this 10-year initiative, and I'm happy to share this as Connecticut develops its Health Enhancement Communities model. I am also connected to related efforts across the U.S., which might be useful as well.

Describe your racial/ethnic background (Optional)

White (not of Hispanic or Latino)

Rick Brush

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Career Summary

Rick is a former corporate strategist in health and financial services now working with public, private and multi-sector teams around the U.S. to improve community health and financial outcomes. He is CEO of Wellville, a five-community, 10-year health challenge he co-launched with the investor Esther Dyson. In addition to overseeing the national Wellville project, Rick serves as advisor to a multi-sector collaborative in the Wellville community of North Hartford, CT. Rick is also the founder & CEO of Collective Health, a consultancy focused on innovative health and financial models. He was previously senior consultant and coach at ReThink Health.

Before turning entrepreneur, Rick spent nearly a decade at the health insurer Cigna, where he was Chief Strategy & Marketing Officer for the national employer segment and launched the company's Communities of Health venture focused on the social determinants of health. He was an executive at Ford Motor Credit Company, Bank One, KPMG, and a marketing consulting firm, and has worked extensively with businesses, communities and nonprofits to drive innovation and impact.

Expertise

- **Health:** Extensive knowledge of care delivery, financing, and social determinants of health; practical experience navigating the challenges of public and private efforts to improve health and reduce costs at the individual, population and regional levels.
- **Strategy:** 20+ years leading corporate strategy in the health (Cigna) and financial services (Ford Credit, Bank One) sectors; developed and implemented multiple business initiatives that dramatically improved earnings, and customer and employee satisfaction; application of "breakthrough" business planning and leadership practices to improve alignment and outcomes in multi-sector teams (Communities of Health, Wellville, ReThink Health).
- **Finance/Impact:** Expertise in health care financing systems based on nearly a decade at a major health insurer (Cigna) and seven years of consulting services to payors, providers and other public and private stakeholders (Collective Health); developed innovative financing strategies (e.g., pay-for-success) and data-driven analyses to measure impact and make the business case for community health improvement.
- **Leadership:** Broad leadership experience, from formal management of corporate departments to multi-sector/multi-network collaboration and virtual teaming; improved outcomes by learning-through-action.

Professional Experience

2013-present

CEO, Wellville, Simsbury CT – wellville.net

Overall responsibility for 10-year national nonprofit project to dramatically improve population health and financial outcomes in five U.S. communities: Clatsop County, OR; Lake County, CA; Muskegon County, MI; North Hartford, CT; and Spartanburg, SC. The initiative was co-developed with investor Esther Dyson to generate long-term sustainable health change through multi-sector collaboration, innovative partnerships, and outcomes-based investment. Serving as CEO since launch in 2013, with accountabilities for direct reports and virtual teams, community coaching, and partner-investor network development.

2011-present

Founder and CEO, Collective Health, Simsbury CT – collectivehealth.net

Collective Health partners with public, private and multi-sector clients to improve the underlying causes of health and financial outcomes. The firm developed the Health Impact Bond®, a pay-for-success model that leverages future health care cost savings to generate upfront investment in prevention. This model and other innovative financing strategies have been applied to community-based health interventions throughout the U.S., including in-home asthma management, community paramedicine, and clinical-community strategies to address multiple chronic conditions and serious mental illness.

2015-2016

Senior Consultant, ReThink Health, Cambridge, MA – rethinkhealth.org

Contributed to the design and delivery of ReThink Health Ventures, a two-year initiative to support seven regional health partnerships in generating greater health value. Also served as coach to a select group of well-established multi-sector partnerships around the U.S. Project was funded by the Robert Wood Johnson Foundation and Rippel Foundation.

2002-2011

Cigna, Bloomfield CT – cigna.com

Co-founder, Communities of Health (2008-2011)

Communities of Health was the health care industry's first initiative to engage businesses and communities in significantly improving social and environmental conditions that determine health. As a co-founder, responsibilities included creating the methodology, securing CEO support, and leading multi-stakeholder pilots with major corporations, local governments and community partners in Michigan, Las Vegas, Houston, and other test-and-learn labs. The organization also developed new Cigna service opportunities, including the CoH Index, a proprietary analytics model to help employers and other stakeholders identify and address community influences of health, costs and productivity.

Chief Strategy and Marketing Officer; Vice President, Change Leadership (2002-2008)

Led rebranding, customer development, product innovation and marketing functions that repositioned Cigna's national employer segment for positive growth. Later named Cigna's first vice president of Change Leadership, responsible for strategic and cultural transformation as Cigna expanded its business model from a traditional insurer to a health services company.

1999-2002

Ford Motor Credit Company, Dearborn MI – credit.ford.com

Vice President, Breakthrough Leadership

Reporting to CEO, led the global implementation of a customer-focused strategic planning process at the world's largest automotive finance company with \$202 billion in assets and 20,000 employees in 40 countries. During this period, the company achieved a record 22% annual earnings growth through employee-led innovation and collaboration across cultures, geographies and brands, while significantly boosting customer and employee satisfaction.

1997-1999

Bank One, Columbus OH – jpmorganchase.com

Vice President, Marketing

Led marketing and communications for Finance One, the \$41-billion finance subsidiary of Bank One, the sixth-largest U.S. bank when acquired by JPMorgan Chase & Co. in 2004. Worked directly with CEO to align business strategy, operations and financial management with emerging customer needs.

1995-1997

KPMG, Montvale NJ – kpmg.com

Director of Marketing

Responsible for change leadership and marketing for the audit and assurance services practice, the firm's largest business segment. Repositioned the firm's core service offering for greater profitability and growth, and launched a suite of new products through national marketing and sales programs.

1989-1995

Davis & Company, Glen Rock NJ – davisandco.com

Senior Account Executive

Led account teams and provided marketing consulting services for blue-chip clients in the health care, financial services, manufacturing and professional services industries.

Education

1985-1989

University of Massachusetts, Amherst MA

Bachelor of Business Administration (BBA), Marketing, *cum laude*

Teaching and Publications

2001-2002

University of Michigan, Stephen M. Ross School of Business, Ann Arbor MI

Teaching assistant to Ford Credit CEO; designed and facilitated MBA Course: Corporate Strategy - Breakthrough Leadership.

1989-Present

Multiple publications, presentations, and curricula on health, financing, leadership and collaboration. Corporate Liaison Officer for Society for Organizational Learning (2006-2011).