Leadership Profile

Vice President for Development

CONFIDENTIAL

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This Leadership Profile is intended to provide information about Children’s Hospital and the position of Vice President for Development. It is designed to assist qualified individuals in assessing their interest.
Children’s Hospital: An Overview

MISSION

To provide comprehensive pediatric healthcare which recognizes the special needs of children through excellence and continuous improvement of patient care, education, research, child advocacy and management.

VISION

To be the regional medical center for children.

ABOUT CHILDREN’S HOSPITAL

Children’s Hospital is a 247-bed, not-for-profit pediatric medical center offering a complete range of healthcare services for children from birth to 21 years. With over 40 pediatric specialties and more than 400 physicians, it is the only full-service hospital exclusively for children in Louisiana and the Gulf South.

Children’s Hospital had 191,544 patient encounters (visits) in 2014 with children coming to us from 64 parishes in Louisiana, 43 states and 4 foreign countries. In all 79,147 children received care from our hospital last year.

Critical care is provided in the hospital’s 36-bed Neonatal Intensive Care Unit (NICU), 20-bed Pediatric Intensive Care Unit (PICU), and 20-bed Cardiac Intensive Care Unit (CICU), the only one dedicated entirely to the care of Cardiac patients from birth to Adulthood.

The hospital’s Jack M. Weiss Emergency Care Center, one of the area’s busiest emergency rooms, is staffed around the clock by board-certified pediatricians, with the availability of a full range of pediatric specialists. The Emergency Department has a total of 35 exam rooms and is supported by a nursing staff specially trained to handle pediatric emergencies.

Outpatient appointments with pediatric specialists are offered at the Ambulatory Care Center on the hospital campus and at the hospital’s satellite locations throughout Louisiana: The Metairie Center, Children’s Hospital Outpatient Center of Baton Rouge, the Northshore Clinic, and Children’s Hospital Burdin Riehl Clinic in Lafayette. In addition to these, specialists see patients in Alexandria, Covington, Houma, Lake Charles, Monroe, Slidell, Thibodaux, and Gulfport, Mississippi.

In 2009 Children’s Hospital formed Louisiana Children’s Medical Center when it aligned with Touro Infirmary. Now called LCMC Health has become the second largest healthcare system in the state and operates Children’s Hospital, Touro, New Orleans East Hospital, University Medical Center and West Jefferson Medical Center.
LCMC Health

From New Orleans East to Mid-City and Uptown, LCMC Health hospitals are cornerstones of their communities, providing convenient and quality healthcare for thousands of people who count on them. The outstanding local hospitals that make up LCMC Health – Children’s Hospital, Touro, New Orleans East Hospital, University Medical Center New Orleans (UMC New Orleans) and West Jefferson Medical Center – all play vital roles in community and economic development, advanced research, teaching and clinical excellence initiatives.

Established in 2009, LCMC Health grows bigger and stronger each year, thanks to its renowned member hospitals. Today, LCMC Health has more than 8,100 employees, 254,367 total patient days, 227,388 annual emergency department visits and 600,162 annual clinic visits.

2015 has been the most memorable year in the organization’s history, with the opening of UMC New Orleans and the addition of West Jefferson Medical Center into the system. As the anchor institution of the New Orleans BioDistrict, UMC New Orleans represents the future of medicine and the evolution of New Orleans into a regional healthcare destination.
About the Office of Development

Description of the Development Function

The Development Office here at Children’s Hospital has raised funds through Annual Fund drives, with the primary drive coming in the Fall (60-70%) and a second drive in the Spring. They have also received memorial and honor gifts from a variety of sources, estate gifts, and a few major gifts (defined primarily as gifts of $25,000 or more for specific projects). Approximately 50% of the funds received through special events.

The Development Office has a staff of five people: the Director, who solicits gifts of $2,500 and above; a Development Coordinator, who plans and, with help from members of our Public Affairs office, and oversees hospital events; and a Development Information Coordinator, who fields routine inquiries, prepares thank-you letters, makes deposits, and enters gifts and produces reports through Raisers Edge; a new Vice President of Development; and one vacant undesignated position.

The Development Office typically raises $3.5-$5 million annually, with the best year, understandably, being the year immediately after Hurricane Katrina struck New Orleans, when $19 million was raised.

Kids Fund

The Kids Fund Campaign conducted in the Fall and Spring typically raises $1-$1.5 million annually. With approval from the President & CEO, the Director solicits an individual—often a Board member—to chair the Campaign. The chair’s name goes at the bottom of the letters sent out to 12,000-16,000 potential donors. The Campaign also includes a Physicians Campaign, chaired by a physician on staff that solicits support from our medical staff members. The physician chairing the Campaign does all of the solicitation for these gifts, typically $40,000-$50,000.

Events

Four major events: our black-tie Sugarplum Ball, our Boo at the Zoo, our Children’s Miracle Network telethon, and our Jazz Half Marathon. We also produce a range of lesser events, including a motorcycle poker run, several golf tournaments, a corporate volleyball tournament, a bass fishing tournament, a wild game dinner, a motorcycle raffle, and a restaurant raffle. In all, we host more than 20 fundraising events each year.
Opportunity and Summary of Position

Children’s Hospital seeks a dynamic development leader to serve as its Vice President for Development and partner with a strong executive team and Board of Directors to transform its culture of giving. The Vice President will plan, structure, and operationalize efforts to raise significantly more external resources.

Children’s Hospital is a nationally recognized, 247-bed not-for-profit pediatric medical center offering a complete range of healthcare services for children from birth to 21 years. The Vice President is responsible for all of Children’s fund-raising operations and results. The successful candidate will be expected to maintain a high profile within the organization and outside in the community.

The Vice President will provide strategic direction and will be responsible for planning, management and execution of fund-raising activities in support of Children’s development program. He/she is responsible for providing effective management to motivate, direct and inspire the team. The new leader will have the opportunity to grow the team and plan and implement a capital campaign.

This leader must have passion for the cause with the ability to articulate the vision of the organization and to shape a philanthropy program that supports that vision. Additionally, he or she will manage a portfolio of high-level prospects and donors with responsibility for cultivation, solicitation, and stewardship of major gifts. The Vice President will have an opportunity to contribute to the success of one of New Orleans’s finest healthcare institutions and to make a personal impact on the future of this vitally important community healthcare resource.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity may be found near the end of this document in the section entitled —Procedure for Candidacy.
Opportunities and Expectations for Leadership

The following is a set of opportunities and expectations for leadership for the successful candidate (in no particular order).

Create a culture of philanthropy

Partnering with the President and CEO, Mary Perrin, and the Board of Directors, the Vice President for Development will personally advocate for the importance of philanthropy and will provide instruction, guidance, and orientation to multiple constituencies both internal and external. The impact of this fundamental work will be both immediate and long-term, translating into results that will compound over time.

Central to this enterprise will be leadership in the establishment of an internal culture that optimizes the environment for success. To create a fully functioning unit will require the enthusiastic and forthcoming cooperation of the entire team, and the Vice President will immediately set about a process of bringing his or her colleagues into the process. It is important to note that there are no insurmountable barriers to the attainment of this goal; the institution simply needs to be moved more toward a culture of philanthropy. The vice president, then, must immerse himself or herself in the community, becoming not only one of Children’s key representatives to it but a part of it on a personal basis. The CEO and the Board will be a great partner in building relationships in the community and provides both a model and a port of entry for the new vice president.

Build the advancement infrastructure

The vice president will work to take the entire development team to the next level. He/she will lead by example to inspire and set the standard for the entire team. They will provide leadership to a staff of fundraising and fundraising support professionals, helping them set and evaluate individual goals. Working to develop and sustain appropriate training, mentoring, and assigning and monitoring coverage of primary areas of focus. The Vice President will focus on retaining and attracting strong talent and providing them with ongoing opportunities for personal and professional growth. He/she will also provide thought leadership to the senior management team with respect to fundraising and operational strategy and resource management. The vice president will have the opportunity to grow the program toward the level of best practices and to the point at which it has the capacity to maximize its total philanthropic potential and the administration and the board has committed to investing in this growth of the office.

Create and execute a plan for development and fundraising

The vice president will work collaboratively with the senior leadership team and the board in defining fundraising and other external relations priorities to build a comprehensive development plan. He/she will implement metrics and measurement standards for front-line staff and set ambitious goals. The vice president will provide leadership on major gift cultivation
and solicitation strategies, monitor staff progress and provide regular performance evaluations. They will work to ensure the successful achievement of aggressive fundraising goals in line with the comprehensive campaign, friends, grateful patients, corporations, foundations, and influential leaders in support of the effort.

**Personal Qualifications and Personal Qualities**

The vice president for Development at Children’s Hospital will first and foremost be a proven fund-raising executive. He or she will have a track record of successful personal involvement with principal gift strategies, engagements, and solicitations. The vice president will be a highly experienced leader of people and programs, with the vision necessary to establish aggressive goals and objectives for the program and the combination of experience and leadership qualities necessary to lead the program through change and growth to the fulfillment of those objectives. Doing so will require intelligence, strong management skills, decisiveness, fortitude, an exceptional level of personal energy, the ability to galvanize both internal and external audiences, political savvy, and a sense of humor.

In addition, the ideal candidate will possess:

- An undergraduate degree, with an advanced degree preferred;
- At least ten years of progressively responsible leadership, management experience, and fund-raising success in the development department of a healthcare provider or comparably complex not-for-profit organization;
- Continuous service of at least five years in a senior development role, in which he/she will have been able to guide organizations through the full cycles of capital and annual giving campaigns with evidence of success in both fund-raising results and in building strong relationships with internal leaders and external donors;
- Familiarity with – and eagerness to apply/benchmark – best practices supporting development staffing, organizations, processes, and systems;
- Personal experience in the cultivation of major gifts including personal engagement with donor prospects;
- A results orientation embracing the discipline of establishing specific objectives and measurement systems and holding his/her organization accountable against these goals;
- Experience in structuring and leading a capital campaign;
- Exceptional communications skills, including especially the ability to speak compellingly in front of groups large and small, excellent listening skills, and a willingness to engage in advocacy and debate on an intellectual level;
- High energy and enthusiasm;
• Relationship-building skills aimed particularly at cultivating personal and institutional networks;

• Strong skills and a demonstrated track record of recruiting and managing volunteers and administrative leadership at the highest level;

• Executive presence with the proven ability to work closely, confidently, and on a peer basis with a highly diverse set of individuals and personalities, including Board members, the CEO, and the senior executive staff;

• A social comfort level with a history of proactive involvement in the local community; and

• A passion for Children’s Hospital’s history and mission, as well as a comfortable appreciation for its Children’s Hospital fundraising.
The Louisiana Community

Southeast Louisiana is an area famous for its culture, music, food, entertainment, architecture and history. LCMC Health is immersed in the Louisiana culture and community, and we are a proud sponsor of both the New Orleans Pelicans (NBA) and New Orleans Saints (NFL). From the French Quarter to the Atchafalaya Swamp, there is something for everyone to enjoy in our region. Explore the sites below to learn a little bit more about our rich cultural heritage.

General Louisiana information:

Music, Cuisine, Culture, Festivals, Outdoors & Events

- Louisiana Travel - www.louisianatravel.com
- Official Louisiana Tour Guide - www.nxtbook.com/nxtbooks/milesmedia/10LOU/#/0

Local information:

Attractions, Accommodations, Dining & Night Life, Shopping, Recreation, Tours, & Things to Do

- New Orleans - www.neworleansonline.com
- St. Tammany/Northshore - www.louisiananorthshore.com
- Lafourche Parish - Bayou - http://www.visitlafourche.com
- Baton Rouge - www.visitbatonrouge.com

Real Estate Information:

- Make New Orleans Home - www.makeneworleanshome.com
- Neighborhood Scout - www.neighborhoodscout.com
- Download the New Orleans City Business – Homebuyer’s Guide 2011

Chambers of Commerce:

- New Orleans - www.neworleanschamber.org
- Jefferson Parish - www.jeffersonchamber.org
- St. Tammany Parish - http://www.sttammanychamber.org
- Slidell - www.slidellchamber.com
- Lafourche Parish - www.lafourchechamber.com
- Baton Rouge - www.brac.org

Schools:

- Louisiana Department of Education: www.louisianaschools.net
- Louisiana School Directories:
Public Schools: www.louisianaschools.net/lde/uploads/2072.pdf

Recreation & Entertainment:

- Louisiana Department of Wildlife & Fisheries - www.wlf.louisiana.gov
- Audubon Golf - www.audubongolf.com
- Oak Alley Plantation - www.oakalleyplantation.com

Sports:

- New Orleans Saints - www.neworleanssaints.com
- Pelicans - www.nba.com/pelicans
- Zephyrs - www.zephyrsbaseball.com
- LSU Fan Guides - www.LSUsports.net/fanguard

New Orleans Metro Area:

- New Orleans City Park - http://www.neworleanscitypark.com
- Audubon Nature Institute - www.auduboninstitute.org
  - Great activities for the not only kids, but the whole family: The New Orleans Zoo, Aquarium, Insectarium, and IMAX theater.
- Mahalia Jackson Theater - www.mahaliajacksontheater.com
  - Performing Arts Theater which hosts Broadway plays, and other local and national musical and dance performances.
- Saenger Theatre – www.saengernola.com
  - The Saenger Theatre is New Orleans’ premier performing arts facility featuring Broadway shows, concerts, comedians and events.

Baton Rouge:

- BREC - http://www.brec.org
  - BREC operates public park and recreation facilities and programs throughout East Baton Rouge Parish, Louisiana. This site offers general information, park directory, and information on the nature, sports, and cultural programs.
- Blue Bayou Water Park and Dixie Landing Amusement Park - www.bluebayou.com
- Manship Theatre - www.manshiptheatre.org
Procedure for Candidacy

Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via email to VPDevChildrens@wittkieffer.com.

Confidential inquiries and questions concerning this search may be directed to Diane Tanking or Mercedes C. Vance at 630/575-6948

Children’s Hospital is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, sex, age, status as a protected veteran, or status as a qualified individual with disability.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from LCMC documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I – Org Charts, cont.
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