



New Orleans, Louisiana*

Position Specification

President and Chief Executive Officer

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This Position Specification is intended to provide information about National Network of Public Health Institutes and the position of Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest. ***While NNPHI is currently located in New Orleans, the board of directors will consider CEO placement in other locations.**

The Opportunity

The National Network of Public Health Institutes (NNPHI) is seeking its first full-time President and Chief Executive Officer (CEO) to build and expand on the tremendous success achieved by the organization since being established in 2001. NNPHI is a membership organization representing the nation's growing number of public health institutes at State and regional levels. The representative voice of public health institute leaders has never been more critical to the current transformation that is taking place to develop the on the ground capacity needed to promote population health and reduce today's chronic disease burden through approaches that advance health in all policies, strengthen the public health workforce, address determinants of health, and improve systems performance. NNPHI and its members are strategically positioned to play a leadership role in these areas. The CEO will build on positive momentum to expand current programs and services and lead the strategic growth of the organization.

Over its first decade, NNPHI has emerged as a highly regarded and relevant national public health organization, a reliable source of information and analysis, and a neutral convener of multi-stakeholder projects. It has provided leadership for emerging and established public health institutes. In 2011, NNPHI celebrated a decade of serving its thirty-eight members and the nation, managing projects for an increasingly diverse group of funding partners while expanding its voice and the voice of its expert members in advancing national public health transformation.

While NNPHI's first decade has been very successful, realizing NNPHI's ambitious vision of "innovation-fostering public health institutes across the nation collaborating to improve population health" has yet to be fully achieved. NNPHI's growing and successful portfolio of programs and services has given NNPHI and member institutes positive exposure to funders and to national public health practice organizations. This growth and exposure has contributed to improved capacity and visibility of public health institutes, an expanding number of NNPHI members, enhanced communications to promote awareness and understanding of public health institutes, greater NNPHI leadership and staff capacity, and an increased number and reach of NNPHI programs and national initiatives.

NNPHI must proactively anticipate those issues associated with health reform and the increasing need for objective analysis and neutral convening as a national voice for public health. These imperatives suggest expansion of its membership beyond its current reach in twenty-eight states and the District of Columbia. NNPHI's core and program funding is currently provided through six primary sources. While NNPHI has begun to diversify its funding streams, such diversification is still in its early stages.

Since its founding by several of the Institutes, the NNPHI has been supported contractually by the staff and leaders of the Louisiana Public Health Institute. Joseph Kimbrell, MA, MSW, CEO of the Louisiana Public Health Public Health Institute, has also served as President and CEO of NNPHI since 2001. The growth of NNPHI and the increase in its leadership reach support the decision to move to a full-time CEO. The Board of Directors is launching a national search for NNPHI's first full-time CEO, an indication of NNPHI'S increased influence and strategic position as well as a means to further increase NNPHI's visibility as a national resource. The recruitment of the new NNPHI's President/CEO will occur during one of the most exciting and challenging times within the public health and healthcare sectors and the history of NNPHI. The challenge for the next President/CEO will be leading the organization during a period of rapid growth and expansion,

meeting the expectations of a growing membership, ensuring sustainable core funding for NNPHI and its members, and developing/managing a growing portfolio of projects and initiatives. The new President/CEO will be challenged to further actualize the organization's leadership at a national level and in collaboration with members, at state and regional levels.

The Organization

Mission

To support national public health system initiatives and strengthen public health institutes to promote multi-sector activities resulting in measurable improvements of public health structures, systems, and outcomes.

Vision

Innovation-fostering public health institutes across the nation collaborating to improve population health.

Overview

Established in 2001, the National Network of Public Health Institutes (NNPHI) is the national organization convening, serving and representing the nation's public health institutes (PHIs). NNPHI currently serves thirty-eight members in twenty-eight states and the District of Columbia. PHIs are a growing set of nonprofit, multi-focus organizations that contribute to public health and complement governmental public health efforts.

With initial support from the US Centers for Disease Control and Prevention ("CDC") and the Robert Wood Johnson Foundation ("RWJF"), NNPHI began as a forum for nineteen public health institutes from across the United States to learn from one another and foster the development of institutes nationwide. NNPHI's earliest activities included hosting an annual conference and launching a website and newsletter to highlight multi-sector activities of PHIs resulting in measurable improvements to public health structures, systems and outcomes.

In its first decade, NNPHI expanded its programmatic activities to include the National Public Performance Standards (funded by CDC), the Fostering Emerging Institutes Project and Multi-State Learning Collaborative for Accreditation and Quality Improvement (funded by RWJF), and the Public Health Leadership Society (funded by CDC and dues paid by PHLS members). Such programs gave NNPHI additional exposure not only to funders but also to other national public health practice organizations, including the Association of State and Territorial Health Officials (ASTHO), National Association of County and City Health Officials (NACCHO), American Public Health Association (APHA) and Public Health Foundation (PHF), among others.

NNPHI's support for emerging and established public health institutes has continued to expand over the years, including providing programmatic funding for both members and other organizations to work on programs and projects to improve public health. In 2011, NNPHI celebrates a decade of serving its thirty-six members around the nation. It has an increasing portfolio of projects under management and an increasing voice in national health

transformation. NNPHI currently receives financial support from the following funders:

- US Department of Health & Human Services, Centers for Disease Control and Prevention (CDC)
- US Department of Health & Human Services, Office of Minority Health (OMH)
- The Robert Wood Johnson Foundation (RWJF)
- The Pew Charitable Trusts
- Bristol Myers Squibb Foundation
- NNPHI member dues.

As a membership organization, NNPHI offers traditional member services, including an annual conference, educational webinars, publications/communications, and individualized technical assistance. NNPHI also manages numerous national programs on behalf of funders and partners. NNPHI has established credibility among its members, funders and national partner organizations which has resulted in increasing numbers of unsolicited proposals to engage NNPHI staff and its members to work on new projects. Throughout NNPHI's involvement in strategic initiatives at the national level, Board and staff have increasingly been recognized for the importance of public health institutes in the broader public health system.

Governance

NNPHI has an active twelve-member Board of Directors, comprised exclusively of NNPHI members. The Board includes the following individuals (with NNPHI Board Positions denoted in parentheses):

Elissa Bassler	<i>CEO, Illinois Public Health Institute</i>
Cynthia Cameron	<i>Director of Corporate Planning, Michigan Public Health Institute</i>
Richard Cohen	<i>President & CEO, Public Health Management Corporation (Chair Elect)</i>
Claude Earl Fox	<i>Executive Director, Florida Public Health Institute</i>
Joseph Kimbrell	<i>Chief Executive Officer, Louisiana Public Health Institute</i>
Vincent Lafronza	<i>President, Institute for Public Health Innovation</i>
Camille Miller	<i>President & CEO, Texas Health Institute</i>
Karen Minyard	<i>Executive Director, Georgia Health Policy Center (Immediate Past Chair)</i>
Robert St. Peter	<i>President, Kansas Health Institute</i>
Mary Pittman	<i>Chief Executive Officer, Public Health Institute (Secretary/Treasurer)</i>
Ellen Rautenberg	<i>President & CEO, Public Health Solutions (Chair)</i>
Jonathon Stewart	<i>Director, Community Health Institute of New Hampshire</i>

NNPHI's Programs and Services

NNPHI provides a number of programs and services to its members and the broader public health community (including governmental public health agencies at the national, state and local levels). For example programs include work in health policy, health department accreditation, public health performance improvement, public health and health services research and other areas to improve population health and strengthen public health institutes. For a full listing of programs and services visit: <http://www.nnphi.org>

Staff

NNPHI is co-located with the Louisiana Public Health Institute (LPHI) in New Orleans, Louisiana. Eleven of NNPHI's 13.5 FTEs are currently based at the New Orleans office. In addition one NNPHI staff member telecommutes from Alabama and another works from the Washington, D.C. office of an NNPHI member. The NNPHI staff is highly regarded both internally and externally.

Currently, NNPHI has a part-time CEO (25% time) who is also the CEO of LPHI. NNPHI has a management agreement with LPHI that covers Human Resources, Accounting and Finance, Contracting, Information Technology, and other miscellaneous services. LPHI's Divisions also bill NNPHI for miscellaneous additional services such as website and application development, graphic design, and evaluation services. NNPHI also contracts with additional institutes to accomplish its work.

While the NNPHI Board greatly values the current LPHI/NNPHI management arrangement and the quality and dedication of LPHI to NNPHI, during the first two years of his/her tenure, the new CEO is expected to evaluate the benefits of the current relationship with LPHI and the location of the organization.

NNPHI Financial Summary

NNPHI began in 2001 with an annual budget of just over \$100,000. The FY 2011-2012 budget is estimated to surpass \$10 million. In 2011, NNPHI received its first federally-approved indirect cost rate (14.8%).

NNPHI seeks to diversify its funding by obtaining at least one new additional federal agency and private foundation funder each year, while also expanding its work with funders such as CDC and RWJF.

Strategic Directions: May 2011 through June 2012

Overall strategic goals are:

The following are the current goals of the organization. Each of these goals has a specific set of objectives which are updated annually. In addition during the first year, the Board would like the new CEO to begin engaging the organization and its stakeholders in a strategic planning process. This process should include a review of options for governance.

1. Foster high performing public health institutes in states and selected regions.
2. Maintain a national network that effectively supports the establishment and growth of state and regional PHIs.
3. Implement strategic health, policy and system improvement initiatives that capitalize on and utilize the unique characteristics and potential of PHIs.
4. Educate and advocate for strategic and evidence based public health practices and policies in collaboration with PHIs.

The Position

The President and Chief Executive Officer will serve at the pleasure of the Board of Directors of the National Network of Public Health Institutes (NNPHI). This executive will have full responsibility for all functions of the organization subject to the direction of the Board of Directors, including but not limited to:

- Serve as the Chief Executive Officer; provide strategic direction in order to meet fiscal, operational and mission-based objectives.
- Provide leadership, guidance and support to the Board. Serve as a voting member of the Board of Directors and of the executive committee of the Board.
- Recommend to the Board of Directors annual budgets and business plans of programs and initiatives that further NNPHI's purposes.
- Seek opportunities for the development of new institutes and initiatives, enhancing the capacities of network members, new programs/projects and activities which increase the national visibility and influence of NNPHI and its members.
- Develop NNPHI's national relationships to cultivate a broader network and greater visibility to advance NNPHI's mission and vision.
- Lead the NNPHI team to balance current responsibilities while leading the development of innovative action-oriented internal and external strategies for its members and for NNPHI's long term positioning and influence. Provide appropriate oversight of NNPHI's projects and initiatives to ensure efficiency, quality, and client satisfaction.
- Mentor and empower NNPHI employees with an emphasis on team work, mutual accountability and optimizing client satisfaction.
- Perform all other duties and responsibilities as from time to time may be assigned by the Board of Directors.

Overarching Measures of Success

The following measures of success have been identified for attention and focus during the early tenure of the new Chief Executive Officer:

- Maintain NNPHI's identity and credibility, advancing the synergies of the missions of the organization and its members and funding partners.
- Enhance current relationships and expand new partnerships with funders and national organizations aligned with NNPHI's mission and vision.
- Achieve a high level of visibility and participation within NNPHI, with members, funders and external stakeholders, building credible and strong relationships and connections for public health institutes.

- Initiate and guide a strategic planning process including evaluating infrastructure and governance to meet long term objectives.
- Build on NNPHI's key strengths and accomplishments, evaluate areas where NNPHI could improve or consider expansion of efforts and innovatively positioning NNPHI into the future. Establish the direction of the long-term strategic growth, setting priorities by allocating resources that are consistent with the plan.
- Develop a compelling comprehensive future agenda, one that is coordinated and integrated with members' interests and objectives.
- Identify opportunities to leverage existing and new relationships to innovatively enhance a broader funding base consistent with NNPHI's mission and vision.
- Assess the best location, staff capacity and overall infrastructure with an eye toward the growth and influence of the organization, understanding that the current operational infrastructure and staff is considered very strong and capable.
- Maintain strong, positive and transparent working relationships with the Board, staff, members and external stakeholders, lead the innovation around the goals and objectives of NNPHI.
- Continually improve services and internal systems and monitor their effectiveness in meeting the organization's mission and membership service commitments, balanced by responsible fiscal management.

Candidate Qualifications

The successful candidate should possess a significant number of the following credentials, skills and characteristics (not in order of importance):

- Knowledge and experience in public health and health policy, with demonstrated understanding of current national, state and local policy issues, challenges and opportunities.
- Demonstrated experience successfully leading large multi-stakeholders initiatives.
- Solid operational management background and administrative experience with strong fiscal skills.
- Broad experience in planning, organizing and managing health-related organizations with a policy and research focus.
- Demonstrated successful experience working with boards.

- Strong national reputation and experience with key existing and potential NNPHI partners.
- Credible experience in policy areas of strategic emphasis for NNPHI.
- Experience in a successful membership organization a plus.
- Successful in fundraising and resource development and comfortable in building new funding relationships.
- Externally oriented, presents a strong public image with credible public speaking skills.
- Experience in communications including disseminating data and policy analysis to broad constituencies, including both technical and lay audiences.

Personal Characteristics

- Leadership style that is collaborative and nonthreatening, effective in building partnerships.
- A visionary, big thinker and purposeful leader who can conceptualize and translate possibilities into realistic plans.
- Entrepreneurial, highly energetic and strategic, a leader who is able to foresee opportunities, define plans and marshal resources to achieve goals.
- Excellent communication and presentation skills and able to persuasively present complex information to a variety of audiences while at the same time being a good listener.
- A person with outstanding interpersonal skills, a relationship builder and manager who communicates values that inspire and motivate others. A desire to create win-win outcomes.
- Ability to travel at least 25% of the time to member institutes, funders, national meetings, etc.

Education

- Bachelor's degree is a minimum requirement; advanced degree preferred.
- Post-degree leadership and professional continuing education courses/programs a plus.

Timeline and Interview Process

Review of resumes/CVs and letters expressing interest will begin February 15, 2012 and consideration of applicants will continue until point of hire.

Potential interview dates for applicants selected by the NNPHI CEO Search Committee have been outlined as follows:

- Round One Interview dates are scheduled for April 17 – 18.
- Round Two Interview dates are scheduled for May 2 – 3.

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Procedure for Candidacy

Please direct all nominations and resumes to Karen Otto and/or Marvene Eastham through the office of Karen Otto; Witt/Kieffer, Attention Kathy Miller, 2015 Spring Road Suite 510, Oak Brook, Illinois 60523; phone 630-990-1370; facsimile 630-990-1382; preferably via e-mail to NNPHIPresident@wittkieffer.com.

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from NNPHI 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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