Leadership Profile

President and Chief Executive Officer

CONFIDENTIAL

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July 2015

This profile is intended to provide information about Richmond Memorial Health Foundation and the position of President and Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest.
About Richmond Memorial Health Foundation and
The Opportunity

Witt/Kieffer is proud to represent Richmond Memorial Health Foundation (RMHF) in the quest to identify their next President and Chief Executive Officer. The current and long-standing leader of the foundation, Jeff Cribbs has announced his retirement effective at the end of the calendar year and a search committee has been formed to oversee a smooth transition.

This is an outstanding opportunity for a seasoned leader who embraces a broad view of community and health, with an acute understanding that a healthier community inevitably leads to a better quality of life for the citizens served within the Richmond and Central Virginia surrounding area.

Reporting to the Board of Trustees, the President and Chief Executive Officer will be responsible for overseeing the daily operations of RMHF ensuring fiscal, operations, human resources, technology, communication and programming strategies that are effectively implemented across the Foundation and are properly aligned with the Foundation’s mission and Board’s vision.

History of RMHF

Richmond Memorial Hospital was founded on twin ideals: to better meet the healthcare needs of the Richmond community and to memorialize the area’s World War II victims. The Hospital opened in 1957 as the community’s first “open-staffed” hospital—a hospital that permitted appropriately certified physicians from throughout the community to admit patients. Throughout its history, the Hospital served people of all races and backgrounds, regardless of their ability to pay.

The Richmond Memorial Hospital Foundation was formed in 1970 to manage investments and provide support to the Hospital and the community. The Foundation served the Hospital for decades by helping it provide access to high quality healthcare.

By the 1980s and 1990s, the nation’s healthcare systems changed rapidly—and the need to replace Richmond Memorial Hospital became apparent. With the opening of Bon Secours Memorial Regional Medical Center in 1998, the Foundation became the Richmond Memorial Foundation (RMF) and the assets of the former organization were merged into it. The Foundation’s mission emerged as making grants to its legacy institutions and other nonprofit health and healthcare related organizations serving Richmond and Central Virginia.

It is important to note that RMF contributed toward the Memorial Regional Medical Center as part of a joint venture with Bon Secours Health Systems, Inc. (BSHSI), to create the Bon Secours Richmond Health System (BSRHS), a Virginia nonprofit, non-stock corporation. By virtue of the joint venture, RMF became a 17% member in the Bon Secours Richmond Health System. In 1998, RMF elected to become a private foundation and the Internal Revenue Service (IRS) concurred that the 17% Member Interest in Bon Secours Richmond Health System would be recognized as a Program Related Investment (PRI) and exempt from mandatory distribution requirements.
In 2004, the Institution changed its name to Richmond Memorial Health Foundation. The new name reflects the ongoing mission, respecting the tradition of caring of Richmond Memorial Hospital and its founding ideals—which continue to guide the Foundation’s work. Importantly, as in the vast majority of foundation conversions whose roots contain the sale of a healthcare institution, the endowment basis of RMHF stems from the proceeds of the Richmond Memorial Hospital sale.

Richmond Memorial Health Foundation has played and will continue to play a key role in proactively reaching out and improving the circumstances of those in need. In a recent letter, RMHF’s Board Chair and President and Chief Executive Officer reaffirmed that access to high quality health and serving as a beacon of hope for people, regardless of race, gender or ability to pay have been constant themes in the history of RMHF. They add that “building a healthy community is absolutely critical” since the link between healthier communities and a better quality of life for everyone is so clear. RMHF is moving toward a more comprehensive outreach that incorporates Richmond and its surrounding communities. The organization is leaning toward an “RMHF = Healthy RVA” mindset in order to reflect the multi-dimensional definition of health and its impact on those individuals and communities served. The broader definition impacts a variety of activities. For example, many public health experts call one of the most effective strategies for making communities more active is by “making the active choice the easy choice.” Additionally, most companies are looking closely at investing in their employees' fitness for insurance cost savings. Physical activity can help boost retention, productivity, and creative problem solving. A healthier, more engaged and effective work force directly impacts the vitality of companies and the welfare of their employees, their employee's families and the communities they call home. Through expanded partnerships and collaborations, these are a few of the dimensions RMHF is positioned to influence and to help drive.

**Our Mission and Values**

**Our Mission**

The Richmond Memorial Health Foundation invests financial, intellectual and leadership resources through grantmaking, strategic initiatives and partnerships with nonprofit organizations, foundations, government, businesses and academic institutions to improve health and healthcare.

**Our Core Values**

**Leadership:** We strive to provide Leadership by partnering with others sharing RMHF’s vision and mission to create healthier communities.

**Heritage:** Our heritage is vital to a legacy of community-centered care. Trustees and Staff are stewards of the financial and social capital invested to create our legacy institution, Richmond Memorial Hospital.

**Responsiveness:** We are committed to being responsive to our community by identifying, exploring and responding to needs and opportunities, investing alone or in partnership with others.
Relationship-Driven: We invest time, talent and resources in order to develop meaningful relationships with grantees, the nonprofit sector, civic and community leaders, government, the private sector, health and healthcare leaders, academic professionals and other foundations.

Impact: We strive for community impact, which may occur through a variety of evidence-based programmatic services, innovations or direct investments in one or more organizations or community initiatives. We recognize that achieving and sustaining impact requires time as well as financial and other resources.

Commitment: Trustees and Staff share a commitment to community service. Together, we bring diverse experiences, expertise and expectations to bear on a single goal: creating a healthier community.

Our Beliefs & Philosophy

Our Beliefs

As the foundation for better health℠, we invest financial, intellectual and social capital through grantmaking, strategic initiatives and partnerships with others to create a healthier community.

Our Philosophy

Guided by the values upon which our legacy institution was created, RMHF envisions a healthier future for the communities we serve. Our goals include reforming systems and structures, improving the human condition and providing relief from suffering. We embrace broad views of community and health, keeping in mind that a healthier community inevitably leads to a better quality of life for everyone.

Our Community

We primarily serve in Richmond and Central Virginia. However, we may invest beyond our primary region when doing so provides opportunities to inform or influence health and healthcare priorities in our region.

Please visit the organization website: http://rmhfoundation.org

See Appendix – Strategy Map.
Goals & Objectives – Measures of Success

Richmond Memorial Health Foundation’s Board expects its President and Chief Executive Officer (CEO) to firmly establish himself/herself in the community and to accomplish several key objectives within the first 12 to 18 months. The following points reflect some of the priorities identified by the organization (not listed in order of priority).

- **Develop personal and professional credibility, gain respect and build trust internally and externally.** The CEO is expected to be an engaged and collaborative leader - visible and approachable internally and externally. It is essential for this executive to embrace the organization’s mission and values which are rooted in the building of strong trusting relationships. This leader will need to build credibility across all sectors of a culturally, socially and economically diverse community, along with a wide variety of for profit and not-for-profit health, education and research enterprises within Richmond and Central Virginia in a relatively short period of time.

- **Embrace, build and engage other organizations to create a clear understanding and help communicate a social determinants framework, necessary to achieve long term improvements in health, welfare and quality of life in the Richmond and surrounding communities served by RMHF.** It has become increasingly apparent to RMHF’s Board that RMHF needs to take a holistic, population-based, systems-oriented and multi-faceted view to achieve the changes it hopes to drive in macro-level determinants of health. The CEO will need to possess a good understanding of this framework in order to lead a community conversation around the spectrum of initiatives that will be necessary to achieve positive outcomes and work collectively with the Board to identify measurable and long-term positive impact.

- **Be visible as a community advocate.** As the leader of a large philanthropic organization in Richmond and Central Virginia, the CEO will need to become an active leader who visibly participates in the community and helps RMHF influence and align the community regarding the importance and value of its mission and enlists others in the community to support and help RMHF accomplish this mission. Demonstrating passion and compassion will be essential for serving as a catalyst for change and improvement in the lives that can be impacted through the activities of RMHF.

- **Communicate effectively internally and externally capitalizing upon the new branding strategy.** RMHF has been focused upon a comprehensive marketing outreach that incorporates Richmond and its surrounding communities. The organization is moving more towards an “RMHF = Healthy RVA” to broaden the definition of health and its impact to those served.

- **Play an active role in guiding the Board through an updated strategic planning process.** RMHF is actively addressing its future impact within Richmond and Central Virginia. While these strategies are developed and implemented, the CEO will play a critical role in the continual assessment of establishing key metrics and outcomes to be measured. The CEO will ensure that all key stakeholders understand the financial implications of
supporting defined initiatives with a vetted process to determine appropriate levels of funding and support.

- **Serve as the senior steward of RMHF resources while creating the organizational infrastructure it will need to carry out its mission.** The CEO will help find champions and subject matter experts to lead each project RMHF tackles and will help establish criteria and metrics to monitor and ensure accountability for the operating performance and strength of selected partners. The CEO will be expected to forge and sustain RMHF as a strategic, discerning and efficient grantmaking organization known for its ability to identify needs and gaps in the community and to partner/collaborate effectively in order to drive significant, sustained, and positive impact that changes lives. The bottom line is the CEO will be responsible for maximizing the impact of RMHF grantmaking as well as the impact of other forms of activity the Foundation undertakes.

- **Gain a reputation as a trusted advisor.** The CEO is expected to provide sound judgment and advice, as it relates to strategy and financial and operational performance matters. The CEO will proactively investigate and advise the Board about innovative programs that carry out RMHF’s mission and vision. The CEO will cultivate an inclusive culture, and must be comfortable in an environment where the Board challenges convention to further explore new opportunities and ventures.

- **Understand Richmond and Central Virginia, along with the key stakeholder relationships.** The CEO will know, or be ready, willing and able to quickly understand these geographical areas through the use of strong networking skills.

- **Leverage and partner.** RMHF hopes to be able to find like minded organizations with common goals, with which RMHF can partner in its projects and through which it can leverage its assets to better serve the region with knowledge and networks to improve health and healthcare. The new leader will help identify strategic partnerships with philanthropic, nonprofit, government, private sector, and higher education; and direct and indirect linkages to key strategic priorities approved by the Board.

### Candidate Background

College graduate.

Must have a minimum of 5-10 years of experience in upper level management with a preferred focus in the health and/or education field.

Strong preference given to candidates who have:

- Experience working with and in diverse communities.
- Knowledge of social change theory, human ecology and the social determinants of health and human welfare.
- The proven ability to leverage resources through collaborative networks.
Experience forming coalitions with other funding sources (e.g., other foundations, local government, etc.) that supported programs consistent with RMHF’s mission.

Passion for population-based, systems approaches considering the multiple determinants of health and human welfare, including but not limited to social, political, economic, environmental, behavioral and biological.

**Desired Characteristics and Skills**

- Passionate about RMHF’s mission and purpose. Knowledgeable and eager to learn more about health education, research and wellness.

- Compassionate. Able to be concerned about and relate to the people served by RMHF on a caring, personal level.

- Visionary.

- Analytical, yet decisive.

- Excellent communications skills (public speaking; writing).

- Able to work as a peer to Board members, specifically taking direction from the Board without being tacitly deferential.

- Strong leadership, management and supervisory skills.

- Capable of moving with ease between any and all levels of society.

- Team builder and a convener of ideas and action.

- Intelligence, curiosity, and the capacity for hard work that drives results.

- Active Listener: Capable of filtering out poor communication tactics and delivery style of others in order to hear, understand and assimilate the underlying problems or issues embedded in the message without becoming offensive or defensive.

- Won’t let personal ego cloud judgment.

- Practical familiarity with players in health care “impact” space. Familiar with links between health care issues and their effects on the vulnerable and other populations.

- A preference exists for someone who is technologically savvy, including knowing how best to leverage the messaging and community building strengths of social media. Capable of integrating use of technology into day-to-day business activity (word processing, spreadsheets, presentation, tablet apps, etc.).

- Knowledge of granting processes, techniques and requirements.
 Capable of recognizing and learning from mistakes.
 Can quickly learn and tap into community while building mutual respect and acceptance.
 Entrepreneurial. Driven by opportunities to build and to move the impact needle.
 Literate and Numerate. Understands the financial data.
 Personal and professional integrity.
 Ability to oversee financial investments and manage investment strategies determined by the Board.

**Other Attributes**

 Mature leader driven by mission with an established reputation for innovation and delivering results.
 Strong networking capabilities or experience.
 Humility.
Richmond and Central Virginia

Richmond is the capital of Virginia and is among America’s oldest cities. Today, Richmond has a population of just over 200,000 and the adjacent counties of Henrico and Chesterfield combine to create a local population of more than 1.2 million people. An economically progressive city, Richmond offers a wealth of amenities not easily found among other East Coast municipalities. Richmond's complete livability can be measured in numerous ways:

- Beautiful neighborhoods with striking architecture
- Vast cultural and educational heritage befitting its citizens
- Noted historic prestige tracing back to the early English settlers

The city consistently ranks among "Best Places to Live and Work in America" in several national publications. Other recent accolades include: http://www.richmondgov.com/common/awards.aspx

Nationally recognized for its vitality and New Economy embrace, Richmond's diversified employment base extends from chemical, food and tobacco manufacturing to biotechnology, semiconductors and high-tech fibers. This economic diversity, which is typical of the entire Richmond-Petersburg region, helps to insulate it from hardship due to economic fluctuation in particular sectors of the economy. The region's central location also allows it to benefit from growth in other regions of Virginia and the state as a whole.
Central Virginia, also known as the Piedmont, is the largest region of the state. It is marked on the east by the Fall Line. Bordered on the west by the Blue Ridge Mountains, the Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Nelson, and Orange, and the City of Charlottesville are are clustered in the geographic center of the Commonwealth of Virginia. Midway between Boston and Atlanta, Central Virginia’s outstanding location provides easy access to Washington, DC, New York, Philadelphia and other points along the Mid-Atlantic corridor.

The area is comprised of 8 localities. It is a vibrant economic ecosystem that balances the needs of the business community with an incomparable quality of life. Key Central Virginia assets include an educated, highly qualified workforce; the research assets of the collection of excellent universities; its strategic geographic location; and its pro-business climate. It also offers the modern Richmond International Airport and Charlottesville Albemarle Regional Airport, major transportation arteries, and Foreign Trade Zone #185 and is a short distance from the deepest shipping channel on the East Coast. Accordingly, Central Virginia is an ideal place to locate or expand a business.

For a fuller view of Richmond, please visit:
http://www.richmondgov.com/Visitors/AboutRichmond.aspx
http://www.visitrichmondva.com

Visit pages of Central Virginia’s localities to learn more:
http://www.centralvirginia.org/about-the-partnership/localities-in-central-virginia
Procedure for Candidacy

Inquiries and nominations are invited. This search will be conducted with respect to the confidentiality of candidates; references will not be contacted without prior knowledge and approval of the candidate.

Communication concerning this search may be sent via email to Jena Abernathy, Wayne Luke or John Fazekas, the Witt/Kieffer consultants partnering with Richmond Memorial Health Foundation with this endeavor:

RMHF-CEO@WittKieffer.com
Appendix: Strategy Map

RMHF STRATEGY MAP

As the foundation for better health™, we invest financial, intellectual and social capital through grant making, strategic initiatives and partnerships with others to create a healthier community.

Guided by the values upon which our legacy institution was created, RMHF envisions a healthier future for the communities we serve. Our goals include reforming systems and structures, improving the human condition and providing relief from suffering. We embrace broad views of community and health, keeping in mind that a healthier community inevitably leads to a better quality of life for everyone.

Improvement in many macro-level determinants of health: working conditions, health care services, educational support opportunities, social support and capital, housing, transportation, systems of discrimination.

Measurable and long-term positive impact in the Areas of Emphasis: Access & Quality of Care, Healthcare Workforce Education & Development, Aging Services Planning & Delivery.

Aging population is better cared for
Patients have access to the right care at the right place at the right time

Higher quality care
Holistic care

Sustainable healthcare workforce
Integrated systems of patient care

Organized understanding of how social/economic health factors interact

Community has additional funding, knowledge, and networks to improve health and healthcare

• More patients served
• More healthcare professionals employed/trained
• Increased percentage of aging population served

• Improvement in nurse retention
• Improvement in nurse leadership
• Patient centered Medical Home Model of Care

• New alliances created; existing alliances strengthened
• Input from partner organizations help identify community needs
• Data used to analyze current investments and potential for new investments

Responsive grant making: providing funds to area organizations invested in addressing strategic priorities

Foundation initiatives: originate within RMHF; driven by RMHF; direct link to strategic priorities

Mission Investments: strategic partnerships with philanthropic, nonprofit, government, private sector and higher education; direct and indirect link to strategic priorities

Strategic Areas of Emphasis: Access & Quality of Care, Healthcare Workforce Education & Development, Aging Services Planning & Delivery

Strategies

Resources

Board, Staff, other human resources
Financial, Intellectual, Social Capital Investments
Policies, Strategic Planning, Priorities, Advocacy, Communications
Partners
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.