



MONTAGE
Health

**Chief Communication Officer and
Director of Communication and
Marketing**

Leadership Profile

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The Opportunity

Montage Health seeks a dynamic leader to serve as its Chief Communication Officer (CCO) and Director of Communication and Marketing. This is an exceptional opportunity to join a financially strong, highly regarded, and well-positioned health system located in one of the most beautiful regions of the country. Anchored by a highly regarded hospital, Montage Health is a progressive, multifaceted delivery system that also includes a health plan, medical group, urgent care centers, and a fundraising foundation. The CCO will lead communication and marketing for Montage Health and directly support its strategic priorities and the growth of the health system.

The CCO will report to Cynthia Peck, a Montage Health vice president and will be an active member of the enterprise leadership team, partnering with executives and directors across all departments and entities of the health system. As an enterprise-level role, the CCO will lead the future direction of communication and marketing in alignment with the mission, vision, and values of Montage Health.

The CCO will provide the strategic and operational leadership to build on and protect the hospital's decades-long trusted reputation in the community, dominant market share, and brand strength, while optimizing the relatively recent (2016) rebranding of the health system as Montage Health for the benefit of each of the enterprise's entities. Top-priority initiatives for the CCO will include partnering in the expansion of digital health capabilities in support of consumer engagement and accessibility; overseeing ongoing efforts to measure and improve brand awareness and loyalty; building on the organization's robust internal and external communication programs; supporting the growth initiatives of the Montage Health companies while fostering brand consistency; and maturing the social media presence and digital marketing programs of the health system.

The ideal candidate for the CCO position will be an experienced leader with a proven track record of successfully implementing communication and marketing programs in a complex health system. In addition to possessing exceptional verbal and written communication skills, the CCO will be viewed as a strong leader who is collaborative and team-oriented and as a manager who is able to develop and mentor a high-performing team. The CCO will be able to build trust and effective relationships across the health system and in the community. This leader will be flexible and agile, and will bring strategic thinking to the marketing efforts of this growing and transforming health system.

Organization Overview

Montage Health

Montage Health, a tax-exempt, nonprofit company, is a healthcare delivery system designed to keep people healthy and connected. With elements of preventive, restorative, palliative, and coordinated care, the various parts of the operation work with a single shared vision: service that addresses the entire continuum of care. Elements of Montage Health have served the people of the Monterey Peninsula for nearly 90 years. The health system includes Community Hospital of the Monterey Peninsula (founded in 1934), Montage Medical Group, Aspire Health, Montage Wellness Centers, MoGo Urgent Care, and Montage Health Foundation.

Montage Health is governed by a single Board of Trustees, numbering 16 members, and an executive leadership team led by chief executive officer Steven Packer, MD. Montage Health is well-run and financially successful, with annual operating revenues in excess of \$786 million. Despite the impact of the pandemic, in 2020 Montage Health recorded \$126.5 million in net income, equating to a 6.8 percent operating margin for the enterprise. In 2021, its operating margin is 4.4 percent through June. The health system is known for innovation, high levels of service and quality, stable leadership, strong community connection, and excellent financial performance. The organization has an endowment of more than \$216 million and an AA- bond rating.

Additional information about Montage Health can be obtained by visiting www.montagehealth.org.

Vision Statement

Improving lives by delivering exceptional care and inspiring the pursuit of optimal health.

Mission Statement

We believe our community's greatest resource is the health of its people. Our family of organizations is dedicated to the pursuit of optimal health for all people in Monterey County, from birth to end of life.

We believe the achievement of optimal health requires pro-active partnering with physicians and other clinicians, healthcare and community organizations, and, most importantly, each person we serve. Achieving this goal requires our ongoing commitment to delivering exceptional value-based care that is:

- preventive (building and retaining health),
- restorative (facilitating recovery from illness or injury), and
- palliative (maximizing well-being when recovery is not possible).

We are dedicated to care that is coordinated across all care settings to meet each person's own goals and needs.

We believe optimal health on an individual level is possible only when each person actively participates in their own healthcare. We inspire that participation through personalized information, education, and support, provided by a coordinated and compassionate team.

Community Hospital of the Monterey Peninsula

An 87-year-old nonprofit community institution, Community Hospital of the Monterey Peninsula (CHOMP) provides care from birth to end of life and every stage in between. The hospital has 258 licensed beds in a beautiful setting, providing a calm, patient-centered acute care healing environment, plus an additional 28 beds in nearby Westland House, a restful and restorative short-term nursing facility. The hospital has nearly 2,500 employees, with high levels of employee engagement, long tenure, and non-union status. There are more than 400 medical staff members, including independent, contracted, and Montage Medical Group-based physicians. The hospital has more than 12,000 admissions annually, with approximately 1,000 births and 45,000 emergency visits per year. CHOMP is well-known for excellence in many areas of acute care, including cardiac care and stroke care, cardiac surgery, and cancer care. The hospital is recognized for safe and high-quality care with many areas of special accreditation including diabetes and palliative care, as well as certification as an advanced primary stroke center.

Additional information about Community Hospital of the Monterey Peninsula can be obtained by visiting <http://www.chomp.org>.

Aspire Health

Aspire Health administers the health plan for Community Hospital's employees as well as those of other local employers. For seniors, Aspire also offers a Medicare Advantage Plan integrating hospital, doctor, and drug benefits in one plan. Between these two service lines, Aspire Health serves nearly 30,000 members. Aspire is co-owned by Montage Health (majority owner) and neighboring Salinas Valley Memorial Healthcare System (minority owner).

Aspire Health's population health division is the local leader for population health management, proactively keeping community members healthy by bringing together healthcare providers and resources to optimize care for the patient. This division focuses on coordinating care, prevention, and disease management.

Additional information about Aspire Health can be obtained by visiting <https://www.montagehealth.org/about/aspire-health/>.

Montage Medical Group

Montage Medical Group is a multi-specialty medical group with more than 70 physicians representing 15 board-recognized specialties. Montage Medical Group serves the Monterey Peninsula through eight locations in the cities of Monterey, Carmel, and Marina. The organization's primary care practices received national recognition as a Level 3 Patient Centered Medical Home from the National Committee for Quality Assurance. The group is growing through active and aggressive recruitment of additional healthcare providers.

Additional information about Montage Medical Group can be obtained by visiting <https://www.montagehealth.org/about/medical-group/>.

Montage Wellness Center

Montage Wellness Center promotes optimal health with physical fitness facilities, gyms, pools, and group fitness classes. The organization has facilities in Marina and Salinas and is staffed by certified

fitness professionals dedicated to keeping communities and individuals healthy and active. Both wellness centers are co-located with an array of Montage Health medical services.

Additional information about Montage Wellness Center can be obtained by visiting <https://www.montagehealth.org/about/wellness-center/>.

MoGo Urgent Care

MoGo Urgent Care is the latest addition to Montage Health’s portfolio of companies. MoGo was created to provide a convenient setting for on-demand, low-acuity care. MoGo Urgent Care treats most minor illnesses and injuries — and even provides visit-related lab work, X-ray, and medications onsite. MoGo’s three clinics are located in Monterey, Carmel, and Marina.

Additional information about MoGo Urgent Care can be obtained by visiting <https://www.montagehealth.org/care-treatment/urgent/>.

Montage Health Foundation

Montage Health Foundation carries on the organization’s long tradition of philanthropy and promotes volunteerism across the enterprise. Montage Health Foundation is led by a community board of 30 individuals, manages assets of more than \$228 million, and makes grants only to Montage Health entities. More than \$10.4 million was raised in the last fiscal year through a combination of annual gifts, planned gifts, major gifts, and events.

Additional information about Montage Health Foundation can be obtained by visiting <https://www.montagehealth.org/support/foundation/>.

Position Summary

Reporting Relationships

The Chief Communication Officer (CCO) is responsible for strategy, execution, and evaluation of Montage Health's communication and marketing programs. Reporting to a vice president, the CCO leads the ComMar team and provides strategic leadership, vision, and oversight for all aspects of communication and marketing in support of the organization's strategic plan and operating objectives and in alignment with its mission and values.

The CCO collaborates with executives and other senior leaders to proactively establish clear, outcome-oriented brand strategies for each entity in the enterprise as well as major service lines within each entity. The CCO serves as chief adviser to members of the executive team on all internal and external communication matters and must develop and maintain positive working relationships with wide-ranging groups of executive, clinical, business, and support staff.

Responsibilities

The successful CCO candidate will:

- Develop and lead strategic and tactical planning for Montage Health's communication and marketing programs.
- Develop and lead the execution of cost-effective and outcome-oriented tactics to support brand strategies and operational priorities.
- Develop and lead the execution of effective market research activities to assist in evaluating and improving both consumer awareness and consumer behavior in response to marketing efforts.
- Develop and lead the execution of effective advertising and marketing campaigns, including digital marketing efforts.
- Develop and lead the execution of public relations activities including media relations, crisis communication, social media strategies, digital and print publications, and the hospital's community health needs assessment and community benefit program.
- Develop and collaborate with other leaders in the expansion of digital health capabilities, focusing in particular on consumer engagement and accessibility.
- Play a critical leadership role in the effective execution of internal communication programs to promote positive employee-employer relationships and engage internal audiences in the organization's goals and activities.
- Stay abreast of the progress of organizational initiatives to proactively ensure adequate ComMar support to meet organizational targets; benchmark industry to stay current with trends inside and outside of healthcare.

- Oversee overall operations, budgeting, and staffing of ComMar department; keep senior leadership and department staff informed in an appropriate manner of key projects, activities, and/or issues.
- Mentor, develop, recruit, and retain a proactive, high-performing team where each individual is fully engaged and working to the top of their skill level in a positive environment.
- Develop and recommend corporate policies and procedures for protecting the organization's registered and unregistered service marks, names, and logos.
- Effectively collaborate with neighboring healthcare providers and other community organizations; represent Montage Health in community outreach activities and events.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

The CCO will be expected to have achieved or made measurable progress toward the following key objectives within the first 12 to 18 months of employment:

- Partner with the vice president to fully integrate into the senior leadership team; be perceived as a solid team player who has credibility and integrity; understand the voice and values of Montage Health; and understand and practice the highest levels of confidentiality when necessary.
- Work collaboratively and build strong relationships with administrative and clinical leaders and staff across Montage Health in an effort to identify their communication and marketing needs; develop and recommend specific priorities to be addressed with ComMar support.
- Develop a clear brand strategy for Montage Health and each of its entities, ensuring alignment with the Montage Health strategic plan, growth strategies, and consistency of brand standards; ensure that operational systems within the department are aligned with the brand strategy.
- Assess the current state of communication and marketing support for the key services lines within Montage Health entities; recommend modifications as appropriate to optimize both outcomes and resource utilization.
- Collaborate with the executive team to understand the findings from an updated consumer perception and behavior study (scheduled to be completed in December 2021) and develop action plans to address those findings.
- Collaborate with clinical leaders to develop brand strategy and plans to support the opening of the new facility for Ohana (the child and adolescent behavioral health program of Community Hospital), scheduled to open in 2023.
- Develop and implement communication and marketing plans to optimize the value of Montage Health's status as an official sponsor of the new professional soccer team coming to the community in spring 2022.
- Complete the top-to-bottom overhaul and rebranding of the enterprise's web sites (an effort that began in 2020).
- Implement a project intake and management structure that effectively reviews and prioritizes ComMar investments and resources.

Candidate Qualifications

Education/Certification

- Bachelor's degree in marketing, public relations, or related field is required; master's degree in a similar field is preferred.

Knowledge and Work Experience

- A senior communication and marketing leader; experience managing teams within a dynamic and complex health system is preferred
- A strategic leader that has a strong track record in leading a high-performing, outcomes-oriented team that consistently meets its goals
- A creative, innovative leader with significant experience in the development and execution of successful marketing and communication strategic plans and campaigns
- Demonstrated success in building and maintaining trusting and collaborative working relationships
- Superior oral and written communication skills
- Demonstrated success in prioritizing organizational needs and deploying communication and marketing resources efficiently, as well as managing program and project budgets and timelines and delivering within those resource constraints
- A track record of leading and facilitating change in a growing organization

Personal Characteristics

- Possesses an appreciation of Montage Health's vision and mission to help meet the needs of the communities it serves
- A servant leader who effectively manages, empowers, and motivates staff
- A high level of emotional intelligence
- An active listener who takes the time to learn the landscape, understanding the needs, challenges, opportunities, and strengths that exist across the departments of an organization
- Honest and ethical; leads with integrity and transparency
- A person who believes in appropriate risk-taking and promotes out-of-the-box thinking and is able to respectfully challenge convention
- A genuine, open, and positive individual with a sense of humor

The Community

Monterey Peninsula

The Monterey Peninsula is located on the Central California Coast and comprises the cities of Monterey, Carmel, and Pacific Grove, and unincorporated areas of Monterey County including the resort community of Pebble Beach. The Peninsula is approximately two hours south of San Francisco and one hour south of San Jose and Silicon Valley. The famous California State Highway 1 is the major north-south route through the area. The Monterey Peninsula has been called the greatest meeting of land, sea, and sky and is recognized as an ideal vacation and business destination. The area is popular with tourists, part-time residents, second-home owners and retirees, as well as year-round, permanent residents.

The Peninsula has a rich history including the saga of California's Mission Trail and historic Fisherman's Wharf and Cannery Row. There are 20 golf courses, including several of world-class caliber; a highly acclaimed aquarium; boutique and resort hotels; a unique variety of shops and art galleries; and a spectacular assortment of parks, beaches, and natural areas.

Monterey

Monterey is in the northern portion of California's Central Coast that rises from the pristine Monterey Bay to pine-forested hillsides with sweeping bay views. The city's natural beauty and historic sites make it a quality residential community and tourist destination. The current population is approximately 28,000.

Monterey is a city that prides itself on being a clean and safe place to live. Monterey is known for its sense of community and hospitality. The residents are culturally diverse, and the city's reputation as a tourist and recreation destination is well-deserved.

The city had California's first theater, public building, public library, publicly funded school, printing press, and newspaper. The city and surrounding area have attracted artists since the late 19th century, and many celebrated painters and writers have lived there. Until the 1950s, there was an abundant fishery and the maritime history lives on in Cannery Row and Fisherman's Wharf.

Among Monterey's notable present-day attractions are the Monterey Bay Aquarium and the annual Monterey Jazz Festival.

Pacific Grove

Pacific Grove is a coastal city in Monterey County, sharing borders with the Monterey Bay, City of Monterey, Pacific Ocean, and Pebble Beach. The population is approximately 15,500. Pacific Grove is located between Point Pinos and Monterey.

Pacific Grove is known for its Victorian homes and Asilomar State Beach, and is also known as "Butterfly Town, U.S.A." for the annual migration of the monarch butterflies. The city is endowed with more historical houses per capita than anywhere else in California — 75 percent of the homes in Pacific Grove are historically significant.

The city is also known as the location of the Point Pinos Lighthouse, the oldest continuously operating lighthouse on the West Coast.

Carmel Valley

Carmel Valley is located in Monterey County, with a population of over 6,000. Nestled into the Santa Lucia mountain range, it is a highly regarded wine-growing region that is showcased in and around the community of Carmel Valley Village with its many tasting rooms and restaurants. The main artery is Carmel Valley Road, which starts at Highway 1 from the retail center of Carmel and meanders eastward, winding along the Carmel River past opportunities for hiking, biking, and horseback riding, as well as several world-class resorts and quaint country inns. It is home to Garland Ranch Regional Park's 4,000+ acres (open for day-use activities).

Carmel-by-the-Sea and Carmel

Carmel-by-the-Sea is situated on the Monterey Peninsula and known for its quirky local politics, rich artistic history, and its quaint atmosphere that evokes a European village. The current population of this 10-square-block community is approximately 3,300. The vibrant village boasts fairytale cottages, many galleries and shops, fine restaurants, and a beautiful beach. Point Lobos State Natural Reserve and the spectacular Big Sur coastline lie to the south.

Immediately surrounding the tiny village of Carmel-by-the-Sea is the larger, unincorporated community known as Carmel. With a population of over 12,000, Carmel is comprised primarily of single-family homes sprinkled throughout the Del Monte Forest and a relatively large retail center. It serves as the gateway to Point Lobos State Natural Reserve and the communities of Carmel Highlands and Big Sur.

Pebble Beach

Pebble Beach is a small, unincorporated residential community on the Monterey Peninsula that is home to the world-famous Pebble Beach Resort and Golf Links. Located in the Del Monte Forest, the community is a nature-lover's dream with hiking trails, a long and picturesque rocky coastline, and, of course, golf courses. The famous 17-Mile Drive tourist route winds through the community. Pebble Beach hosts a premier annual car event, the Concours d'Elegance, and the annual AT&T Pro-Am Golf Tournament, and has hosted the U.S. Open Golf Championship many times (the most recent in 2019). Pebble Beach is bordered by Carmel-by-the-Sea to the south, Pacific Grove to the north, Monterey to the east, and the Pacific Ocean to the west.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. WittKieffer is assisting Montage Health with this search, which will remain open until an appointment is made.

Candidates should provide, as two separate documents, a resume and a letter of application that addresses the responsibilities and requirements described in this Leadership Profile. Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to WittKieffer's consultants:

Kati Sweaney and Lisa Meyer at
MontageHealthCCO@wittkieffer.com.

Montage Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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