



Health Forward
FOUNDATION

**Request for Proposal
Search for President/CEO**

March 2, 2019

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I. INTRODUCTION

- A. The Health Forward Foundation (Foundation) is seeking a proposal from an Executive Search firm or Consultant to:
 - 1. Provide assistance to the Foundation to review the current and identify the attributes of a successful President and CEO.
 - 2. Conduct a local, regional and national search for a highly qualified President and CEO.
- B. The Foundation will not reimburse a respondent for the cost of developing or presenting a proposal in response to this RFP.
- C. The successful bidder will be an independent contractor to the Foundation and no employer-employee relationship shall be created. Accordingly, the successful bidder will be responsible for their own insurance, benefits, materials, office and supplies.
- D. The Foundation's solicitation of proposals does not obligate the Foundation to select any respondent.
- E. Conflict of Interest Disclosures will be required to be submitted by all finalists.

II. HEALTH FORWARD FOUNDATION

Health Forward Foundation is a Missouri not-for-profit organization founded in 2003 with the following purpose:

- A. To engage in, carry on, conduct or take part in programs, projects and services designed to improve, protect and or restore individual, community and public health in order to achieve as outcomes improvements in access to, and the quality of, health care and the overall health both of individuals, particularly those who are medically indigent or underserved, and communities as a whole in the area formerly served by the Health Midwest System; and
- B. To engage in, fund, carry on, conduct or take part in educational and training programs and courses of instruction in the field of medicine and preventive medicine and in nursing and in the regulation, diagnosis, treatment and care of diseases, disorders, maladjustments and abnormalities of the human body; and
- C. To engage in, fund, carry on, conduct or take part in any and all of the foregoing to promote or assist in promoting the good health of the community and the encouragement of providing means and facilities for such purposes.

The Foundation is established to pursue the aforementioned purposes in Jackson, Cass and Lafayette Counties in Missouri (“the Missouri Service Area”) and in Johnson, Wyandotte and Allen Counties in Kansas (“the Kansas Service Area”). A programmatic expense that is intended to have its primary effect or benefit in either the Missouri Service Area or the Kansas Service Area is authorized not withstanding that such expenditure will or may have secondary or incidental effect or benefit outside the Service Areas.

The Foundation is committed to promoting diversity and cultural competency in its programming, personnel and employment practices, and governance. Consideration will be given to those RFP respondents that have active programs for assuring diversity in their workforce and sensitivity to the issues of race, color, religion, national origin, age, disability, sexual orientation, and veteran status. The Foundation is committed to assuring that equal opportunity is afforded to all qualified candidates. Any violation of this provision shall be considered a violation of a material provision of this agreement and shall be grounds for cancellation, termination or suspension in whole or in part of the agreement by the Foundation. The respondents shall at all times in the proposal and contract process comply with all applicable state and federal antidiscrimination laws, rules, regulations and requirements thereof.

The Foundation Board and Staff adhere to strict confidentiality and conflict of interest provisions. Respondents are required to communicate with the Foundation and the Search Committee through the established channels only unless expressly permitted in writing by the Search Committee.

Additional information about the Foundation can be viewed at its web site: www.healthforward.org.

III. DESCRIPTION OF SERVICES REQUIRED

- A. Provide the services usually included in an executive search, including without limitation: advertising the position; soliciting highly qualified persons to apply for the position; screening applicants; checking references; developing a list of 16-22 finalists; assisting the Search Committee in narrowing the list to six; assisting the Search Committee in narrowing the list of six to a list of three through interviews; assist the Board in selecting the finalist; facilitate negotiation of terms of employment with the successful candidate, and any other activity that is essential to the success of the process.
- B. Prior to initiation of the search process, assist the Search Committee and Board in reviewing the current job description and identifying attributes of a successful President and CEO of the Foundation.

IV. GENERAL VENDOR REQUIREMENTS

Individuals or organizations responding to this RFP should demonstrate their capability and experience in the search for a diverse pool of highly qualified executives in health foundations or similar organizations.

V. PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS

Six hard copies and one electronic version of a Letter of Intent and Proposal narrative must be submitted as provided below. Proposals should be typed and submitted on 8.5 by 11-inch paper and bound in 3-ring binders in a tabbed format. Proposals should be no longer than 30 pages including attachments.

A signed Letter of Intent and the proposal should be submitted that includes the following information organized in the following way:

- A title page that identifies the RFP, the submitting individual's(s') or organization's name, address, contact person, phone numbers, the date the proposal is submitted and the effective period of the proposal (which must be at least 90 days).
- A table of contents showing clearly the identification of the materials submitted by section and page number.
- An executive summary of the respondent and its staffing, qualifications and the proposed approach for working with the Foundation. This summary should be a maximum of two (2) pages in length.
- A summary of experience with executive searches for foundations or other not-for-profits, including experience with local, regional and national executive searches and relevant placements in the last 12 months (describing the mission, service area, size, and history of the organization, the position for which the search was conducted and the fee structure).
- A summary of how the requirements will be met and the deliverables accomplished.
- A copy of the respondent's diversity policies, a statement as to how such policies will be met under the proposal, and a summary of experience sourcing and placing diversity candidates.
- A description of and credentials of the specific individual(s) who will perform the work, including their capabilities vis-a-vis the capabilities indicated above.
- An overview of experience or knowledge of the Foundation's local/regional market.
- The fixed cost all-inclusive fee for meeting all requirements and providing all deliverables as well as multiple presentations with materials to various

committees and the Board of the Foundation. The respondent will be responsible for its own travel expenses.

- A plan of advertising (including the budget for advertising out-of-pocket expenses).
- References from at least three (3) clients of the respondent, and preferably clients who have utilized the firm on matters related to executive search services. The references must include a contact person, a full address, phone number, and email address.
- An insurance certificate showing the insurance maintained by the respondent.
- On occasion, search firms have exclusive arrangements with corporations or organizations that preclude active recruitment of certain individuals. These must be disclosed in the submission.

VI. PROPOSAL DELIVERY REQUIREMENTS

Six (6) hard copies of the Letter of Intent and Proposal must be received by Noon on **March 18, 2019**, addressed to James Pryde, Search Committee Chair, Health Forward Foundation, 2300 Main Street, Suite 304, Kansas City, Missouri, 64108.

An electronic submission of the proposal must be received by same date and time by Karol Shadle, Governance Coordinator, kshadle@healthforward.org.

VII. PROPOSAL REVIEW AND EVALUATION

Respondents are cautioned to read carefully and conform to the requirements of this RFP. Proposals will be reviewed by the Search Committee for quality of contents and responsiveness to the RFP.

A short list of finalists will be interviewed by the Foundation on a date to be determined (anticipated to be about March 28-29). The expectation is that the individuals who will be actually performing the services and conducting the search will be present for the interview. Finalists are requested to bring 14 copies of any additional presentation material to the interview.

Only those proposals that meet all the mandatory criteria in the RFP will be given consideration. While cost is a factor, the procurement will not be awarded solely on the basis of cost.

Questions concerning the RFP should be addressed to Karol Shadle, Governance Coordinator, kshadle@healthforward.org, (816) 242-0705.

Respondents should make no contact with the Foundation Board, Search Committee, or Staff Associates except as specifically provided herein. Violation of this provision is considered unethical and may be grounds for removal of further consideration.

The proposal must remain open and valid for at least 90 days from the date of the submission.

VIII. RIGHT TO REJECT

The Foundation reserves the right to:

- Reject any or all proposals submitted for any or no reason in its sole and absolute discretion, and to waive informalities and irregularities in the proposals received and to terminate this RFP, and reissue a subsequent solicitation, and/or remedy technical errors in the RFP process in its sole and absolute discretion.
- Request additional information from any or all firms or individuals submitting proposals.
- Conduct discussions with respondents for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Questions about the Foundation or its selection process should be submitted by **March 11, 2019** to Karol Shadle, Governance Coordinator, kshadle@healthforward.org. A conference call will be scheduled on **March 13, 2019** to answer the questions. For conference call details, contact Karol Shadle, Governance Coordinator, kshadle@healthforward.org, (816) 242-0705.
- Negotiate modifications to any respondent's proposal prior to final award.



President & Chief Executive Officer

Job Description

REPORTING RELATIONSHIP: Board of Directors

EMPLOYEE CLASSIFICATION: Exempt

By focusing on people most in need, the Health Forward Foundation works to transform communities so everyone has an opportunity for better health. Each year we invest more than \$20 million toward our goal of healthy people in healthy communities.

Health Forward Foundation, formerly the Health Care Foundation of Greater Kansas City, was created in 2003 after the sale of the nonprofit Health Midwest hospital system. Since that time, we've been partnering with organizations to ignite a community of health through grantmaking, leadership and advocacy.

We partner with more than 150 organizations to ensure our funding has the greatest impact in our region, using our unique position as an independent, informed voice to spark awareness about wellness and prevention where it matters most.

Health Forward's service area is Kansas City, Missouri; Jackson, Cass and Lafayette counties in Missouri; and Johnson, Wyandotte and Allen counties in Kansas. We are governed by a 21-member board of directors and are managed by a professional staff of 23 employees.

Diversity is a fundamental element of social justice and integral to our mission. We are committed to promoting diversity and cultural competency in our programming, vendor selection, personnel and employment practices, and governance.

Position Summary

The President/CEO is accountable to the Board of Directors. The President bears full responsibility for implementing board decisions and policies, strategic and program planning, grant administration and management, and community relations. The President/CEO develops and maintains relationships with the Community Advisory Committee, other funders and community organizations that are both in need of help and have programs and/or mission objectives that help further the mission of the foundation

The President/CEO hires and leads a team and maintains a work environment that fosters employee commitment to the foundation's mission, purposes, and values and oversees the various

departments who direct day-to-day operations of the foundation. The President maintains fiscal integrity through effective budgetary management practices and investment activities.

DUTIES AND RESPONSIBILITIES:

▪ Leadership

- Provide overall leadership of the foundation.
- Promote the organization, its vision, mission and purposes appropriately throughout the community at large.
- Cultivate and maintain strong working relationships with community leaders and multi-sector partners to understand high priority community health needs.
- Foster internal and external collaboration to leverage foundation investments in programming and grantmaking and deepen community impact
- Develop and foster relationships and strategic partnerships with local, regional and national groups to promote the Foundation's mission
- Represent the foundation on appropriate boards, commissions and task forces

▪ Board Relations

- Partner with the board in developing and attaining organizational mission and vision within the values as established by the foundation.
- Maintain relationships with the Community Advisory Committee and associated committees.
- Maintain relationships with the Board of Directors and its working committees including the Finance and Investment Committee, Program and Grants Committee, the Administration & Logistics Committee, the Governance Committee, the Audit Committee and the Executive Committee.

▪ Strategic Planning and Organizational Development.

- Work directly with the board to provide broad strategic direction, long-term goals, structure, and annual objectives for the organization.
- Seek and identify strategic opportunities and partnerships for enhancing the viability of the foundation and the realization of its mission and purposes.

▪ Personnel.

- Maintain a competent and productive staff, fostering teamwork around the organization's mission, vision, objectives and operating procedures
- Develop annual goals and objectives for direct reports and have input into goals for each member of the team.
- Recruit, hire, motivate and manage directly and indirectly all foundation associates in accordance with the Health Forward associate handbook and board policy.
- Oversee the development and revision of job descriptions and regular performance reviews of all associates. Prepare and revise personnel policies and procedures as required and maintain a positive and productive work environment.

- **Advocacy and Communication**

- Serve as the chief spokesperson for the foundation, effectively articulating and communicating the vision and mission of the foundation throughout the community.
- Work to advance the policy agenda of the foundation through direct efforts, relationship building, public support, and dedication of foundation resources.

- **Policies, Procedures, and Compliance**

- Establish sound procedures to carry out the policies, by-laws, mission, purposes, vision and direction of the foundation.
- Ensure compliance with the various regulations and requirements applicable for a not-for-profit 501(c) 3 organization with public charity status.

- **Finance**

- Working with the Chief Financial Officer, provide oversight and be fiscally responsible along with the board, investment consultants and the financial staff to administer the Health Forward endowment; direct the funding of grants and initiatives to achieve the mission; develop a budget, and ensure that the annual audit, tax returns and other financial reports are completed as required.
- Maintain accountability for administering financial policies, procedures and budget.

- **Operations**

- Supervise the appropriate staff who manages the day-to-day administration and operation of the organization, and provide appropriate reporting, on a timely basis, to the Board of Directors.
- Oversee the review of funding requests, the grant making process and program administration and evaluation by means of an appropriate staffing and reporting structure.

EDUCATION, EXPERIENCE & QUALIFICATIONS:

- An undergraduate degree is required. An advanced degree is strongly preferred.
- Should possess a positive track record of upward professional mobility and successful results.
- Minimum of seven to ten years of experience, preferably in healthcare, foundation, or community not-for-profit management. Service in a top leadership role of an organization where answering to a board of directors was a key component is essential.
- Well-developed history of developing strategic plans and implementing such programs in a sustainable manner.
- Should possess a solid base of experience in personnel, budgetary, and cash flow management. Additional experience in grant administration and investment principles is strongly preferred.
- Experience leading a successful organization or conversion foundation is desirable.
- Direct experience in community development, outreach, or philanthropy is preferred.
- Knowledge of the service area's communities and culture is preferred.

PERSONAL QUALITIES:

- Must be a passionate advocate for the mission and purposes of Health Forward
- High level of energy and drive, a “make-things-happen” personality, poise and maturity.
- Should have a strong personal value system that aligns with Health Forward values and encompasses high personal integrity, a solid work ethic, strong moral character, and respect for diversity.
- Must have excellent leadership capabilities, interests and experiences which would include excellent interpersonal skills and the ability to establish and develop credibility among various constituencies affecting this position and the organization (Board members, associates, political and community leaders, grant recipients, etc.)
- Flexible and adaptable to a changing community, healthcare and foundation environment.
- Strong verbal and written communication and excellent listening skills are essential.
- An ability to be forthright, yet diplomatic, when necessary.
- Must possess a caring, sensitive, service-oriented personality.
- Must have broad-based business acumen.
- Interpersonal skills should include tact, approachability and the ability to operate successfully in a team-oriented environment.
- Should possess intellectual capabilities above the norm with a focus on and dedication to the Foundation’s purposes.

COMPENSATION:

A competitive compensation package, corresponding to the experience level, credentials and personal characteristics of the candidate will be offered.

NON-DISCRIMINATION:

Health Forward firmly supports the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, sexual orientation, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.