



Health Forward
FOUNDATION

LEADERSHIP PROFILE

Health Forward Foundation

(Formerly Health Care Foundation of Greater Kansas City)

President & Chief Executive Officer



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June 2019

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Leaders Connecting Leaders

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The Opportunity

"Do not follow where the path may lead. Go instead, where there is no path and leave a trail." ~ Harold McAlidon

No statement better reflects the type of individual that the Board of Directors for Health Forward Foundation (Health Forward), located in Kansas City, MO, is seeking for their next transformational President & Chief Executive Officer (CEO). This individual will follow the organization's retiring second CEO, Dr. Bridget McCandless, who has built the professional operating team and created the policies and processes that will permit this individual to focus on strategies and collaborations that maximize the Foundation's impact. Using a combination of community partnership and empowerment, advocacy and resources, distributed through extensive grant programs, Health Forward is tackling both health and social determinant issues that impact residents of Greater Kansas City (including portions of Clay and Platte Counties). Their service community includes Cass, Jackson and Lafayette counties in Missouri and Allen, Johnson and Wyandotte counties in Kansas.

Health Forward Foundation (retitled in 2018), has a history that traces back to its establishment in 2003 as The Health Care Foundation of Greater Kansas City, following the sale of area hospitals owned by Health Midwest. With the final settlement of funds related to that transaction, Health Forward's assets will approach \$800 million. Grants awarded since inception are in excess of \$280 million to approximately 475 organizations.

Health Forward is also focused on the big issues, which involve political, cultural and economic systems that can be resistant to change. They work alongside their partners and grantees to focus on advancing public policy at the city, county, state and federal levels. It's all part of the goal to have the greatest, longest-lasting effect on their communities' neediest residents.

Health Forward has adopted the following public policy priorities:

- Promoting universal health coverage for the uninsured and underserved;
- Reducing disparities and increasing equity in access to quality healthcare/mental healthcare;
- Promoting equitable prevention strategies that improve the health of people and communities most in need.

These policy priorities will guide the dedication of Health Forward's internal resources, including staff time, initiative funds, and operating budget expenses.

Ideal candidates will be individuals from a broad range of backgrounds but experienced in leading a complex organization with a multiplicity of stakeholders and competing priorities. This leader needs to be comfortable in public settings, advocating for the most vulnerable and successfully navigating complex political and social landscapes. Guided by their personal values and unwavering integrity, the CEO will have a passion for and be driven by the mission: focusing on those most in need.

Organization Overview

The Health Forward Foundation (Health Forward) journey started in April 2003, when HCA purchased Health Midwest, a non-profit healthcare provider serving areas in Kansas and Missouri. The sale was the largest hospital transaction in Kansas City and one of the largest in the nation at that time. Former Attorney General Jay Nixon took 80% of the proceeds from the sale and established the Health Care Foundation of Greater Kansas City (HCF). Additional funding was received as part of a lawsuit resolution and total assets now exceed \$789 million.

The Governor appointed an inaugural 25-member Board of Directors, and the Board moved quickly to establish the organization as a nonprofit and hire Steve Roling as its first President and CEO. Together, Roling and the Board established the organization's mission and guiding principles.

Health Forward began grant making in 2005, and its continued focus is on the areas of mental health, safety net, and healthy communities. In 2018, Health Forward awarded \$20.7 million to 197 grantees and community partners in a six-county service area in Missouri and Kansas. The service area includes Kansas City, MO along with Cass County, Jackson County, and Lafayette County in Missouri, as well as Allen County, Johnson County, and Wyandotte County in Kansas. In November 2018, the Health Care Foundation of Greater Kansas City changed its name to the Health Forward Foundation to reflect the dynamic momentum happening in the communities and to keep the organization focused on the vision for healthy people in healthy communities. The service area is unique in that it is bi-state and includes suburban and rural communities in both states.

Mission

The mission of Health Forward Foundation is to provide leadership, advocacy and resources to eliminate barriers and promote quality health for uninsured and underserved in their service area.

Values and Ethics

Their values and ethics inform everything they do, from determining their policy agenda to funding grants.

- *Advocacy:* They will advance the public health interest of uninsured and underserved individuals who live in their service area. Health Forward supports and participates in activities that inform relevant public debate and policy development, foster healthy behaviors and environments and promote more effective systems of care for those most in need.
- *Collaboration:* They are committed to working with organizations and communities to build lasting partnerships that will strengthen a community's ability to improve the quality and quantity of healthcare.
- *Compassion:* Funds are prioritized for programs and activities that make demonstrable improvements in health and healthcare for uninsured and underserved communities and populations.
- *Diversity and Cultural Competence:* They view diversity as a fundamental element of social justice and integral to their mission. Health Forward uses the term diversity broadly to encompass both differences in the attributes of individuals (such as race, ethnicity, age, gender, sexual orientation,

physical ability, religion and socioeconomic status) and organizations (such as size, years of operation and location within their service area). Diverse voices and viewpoints deepen their understanding of differences in health outcomes and healthcare delivery and strengthen their ability to fashion just solutions. As a result, Health Forward is committed to expanding cultural competence, promoting awareness, acceptance and respect for health-related beliefs, practices, traditions, language, religions, literacy levels of individuals, and the cultural groups to which they belong.

- *Evaluation:* They are committed to assessment as a core element of their work and the work of their grantees. Appropriate assessment and evaluation demonstrate the need for activities/programs, indicate the effectiveness and efficiency of funded interventions, and foster accountability for the impact of Health Forward funding on individuals and communities.
- *Inclusion:* They are committed to promoting diversity and cultural competency in programming, personnel and employment practices, and governance. Grant consideration will be given to all organizations that select directors, employ and manage staff and provide services regardless of (their) race, color, gender, religion, national origin, age, disability, sexual orientation or veteran status.
- *Stewardship:* They are committed to exercising fiscal, fiduciary and programmatic responsibilities to ensure funds are granted to serve the public interest.
- *Transparency:* They are committed to the highest ethical standards in governance, administration and grant making. The Health Forward ethics policy requires board members and staff with a financial or institutional interest in any applicant organization, to disclose that interest and remove themselves from any discussions about the applicant. Board members cannot vote on any matter for which they have such a conflict. They strive for openness and fairness in our practices by observing the Missouri Open Meetings Law, seeking guidance on grant decisions from external and disinterested experts, and providing easy access to information about its work.

Health Forward is governed by a 21-member Board, informed by a Community Advisory Committee of 24 area citizens. Health Forward offers several different funding opportunities to organizations that serve the uninsured and underserved, which include Foundation Defined Grants, Applicant Defined Grants, and Initiatives.

Foundation Defined Grants

Foundation Defined Grants are awarded to address barriers to health within Health Forward's three focus areas, which are the following:

- *Mental Health:* Health Forward seeks to improve access to mental health services and enable people to live healthy and resilient lives. Strategies to improve mental/behavioral health outcomes include improved capacity, access and quality practice.
- *Safety Net:* Health Forward's safety net funding supports the implementation of service delivery models for physical and oral health that hold the promise of delivering better health, better care, and better value through improved quality. Strategies to improve physical and oral health outcomes include improved access, quality and contained cost.

- *Healthy Communities:* Health Forward's funding for healthy communities supports environments and policies that promote equitable opportunities for healthy eating, active living and tobacco use prevention. The overall goal of healthy communities is to create community environments that can reinforce healthy choices. Strategies include equitable engagement, mobilization for action and multi-sector collaboration

Over the past fourteen years, Health Forward has awarded \$170 million in Foundation Defined Grants.

Applicant Defined Grants

Applicant Defined Grants are based upon applicants' determination of need and should be consistent with Health Forward's mission, target population and service area. Health Forward accepts requests for capacity building, core operating support, program support and innovation. Health Forward has awarded \$50.9 million and funded 1,080 Applicant Defined Grants in the last 14 years.

Initiatives

Initiatives seek to address health gaps or system fragmentation by bringing together key stakeholders to find solutions to health-related problems. Some initiatives originate internally, while others are requests from the community, with Health Forward playing a key leadership role in the implementation of the initiative. In the last twelve years, Health Forward has funded 335 initiatives resulting in more than \$58 million.

Additional information about grant recipients in each category, their programs and outcomes, may be found at <https://healthforward.org>.

Community Dialogue

In 2017, over a period of 10 months, Health Forward-associated Stakeholders, Board of Directors, and the Community Advisory Committee members listened through the community dialogue project. Through multiple opportunities, non-profits, health and social service providers, businesses and civic leaders gave their feedback to Health Forward. Complete results may also be accessed at <https://healthforward.org>.

Key findings revealed insights on health challenges and areas of opportunity. More than 1,000 ideas were generated and fell into common themes:

- A base level of anxiety regarding the future of healthcare;
- Use of schools for healthcare delivery;
- Creative solutions to transportation challenges;
- Responding to opioid crisis and substance abuse;
- Increase focus on trauma-informed care;
- Increased focus on healthy housing;
- Need for shared information/data.

Position Summary

Reporting Relationships

The President & Chief Executive Officer will report directly to the Board of Directors. Direct reports include the following:

- Chief Financial Officer
- Vice President, Programs
- Communications Director
- Governance Coordinator

Total staff at this time: 24.

Responsibilities

The successful President & Chief Executive Officer candidate will:

- Galvanize all key stakeholders around a clear and compelling vision that ensures the success and growth of Health Forward in an increasingly competitive and rapidly changing environment;
- Identify partnerships and growth opportunities that best position Health Forward for the future;
- Represent Health Forward locally and regionally (and over time, nationally) to educate various constituencies concerning the organization's role, goals, philosophy, accomplishments and other issues that are important to Health Forward's ongoing success and position;
- Create and support an environment that encourages and fosters innovation and creativity;
- Ensure the strength of the Health Forward team; develop future leaders and emphasize teamwork and collaboration; promote a culture within the organization that is characterized by open, honest and direct communication, as well as a commitment to performance excellence;
- Openly support policies and practices that recognize the importance of development, diversity and talent management to ensure the leadership required for a successful organization;
- Be active within the community, developing and enhancing relationships to ensure the organization is viewed as a strong corporate citizen that meets the needs of its service area;
- Support the Board of Directors and its role in governance to achieve goals and objectives that fulfill the mission and vision of the organization. Provide consultation to the Board to keep the governing body aware of trends, innovations and opportunities that will support Health Forward's strategic direction;
- Serve as a visible, influential leader in the community and region.

Goals and Objectives

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

- Develop a vision and strategic plan for Health Forward that ensures continued success and viability for the future;
- Evaluate strategic collaborations and initiatives that maximize the Foundation's resources and impact;
- Ensure that the Health Forward mission and values are well articulated and supported;
- Strengthen Health Forward's Core Competencies to ensure programmatic excellence and establish Health Forward's position and voice as a leader in the public;
- Educate the community on Health Forward's Core Competencies;
- Use evaluation and research to assess the state of health in Health Forward's service area and develop goals that align program investments to support optimal outcomes for those most in need;
- Propel and advance Health Forward's advocacy actions through an equity lens;
- Build trust with internal and external stakeholders; seek to develop personal and professional credibility and respect. Build strong relationships with diverse stakeholders in the community and the region;
- Represent Health Forward across all constituencies: staff, board, constituents, legislators, foundations, media, business, grantees, non-profits, hospitals, medical personnel, politicians, etc.;
- Evaluate the existing team and find ways to leverage, mentor, and develop the team to allow members to reach their full potential and advance within Health Forward.

Candidate Qualifications

Education/Certification

Graduate degree in social sciences, philanthropy, non-profit administration, business or healthcare administration, or other related fields that create skill sets relevant to the role.

Knowledge and Work Experience

- Extensive executive level experience (CEO or other senior leadership role) in a nationally recognized complex organization with exemplary quality, growth and sustained financial strength. A wide range of leadership backgrounds will be considered, among them; healthcare, advocacy, social services, philanthropy, or other applicable executive leadership.

Leadership Skills and Competencies

- *Passion for Excellence:* Believes in continuous learning culture including evidence-based research and exceptional service to the uninsured and underinsured;
- *Vision:* Anticipates large-scale and local changes that will affect the organization and its environment; able to project the organization into the future and envision multiple potential scenarios/outcomes; able to design competitive strategies and plans based on future possibilities;
- *Social Consciousness:* Is committed to social responsibility and community health and stresses responsibilities to the public and exhibits ethical behavior; will have a record of being highly visible within his/her community and is able to represent the organization regionally and nationally;
- *Impeccable reputation:* Has integrity, credibility, the capacity to build trusting relationships and a management style that seeks to share information and welcomes input into the decision-making process; is a respected leader who possesses the relevant interpersonal, communication and listening skills to fit within the organization's culture;
- *Political Acumen:* Orchestrates, optimizes and constructively balances the interests of a number of different constituencies in the service area and beyond;
- *Strong Mentorship:* Ensures accountability, as well as being supportive and open with staff; talks beyond the day-to-day tactical matters that face the organization; shows confidence and optimism about the future state of the organization, and engages others to join in;
- *A Strategic Mindset:* Anticipates future possibilities and translates them into breakthrough strategies for the organization;
- *Ability to Build Networks:* Effectively builds both formal and informal relationship networks, internally and externally to the organization;
- *Ability to Balance Stakeholder Interests:* Anticipates and balances the needs of multiple stakeholders, both internally and externally including staff, board, constituents, legislators and public officials, foundations, business grantees, non-profits, hospitals, and medical personnel; appreciates.

the complex nature of organizations and recognizes the interplay of individual and collective interests;

- *Business Insight:* Draws on knowledge of the business and the marketplace to advance the goals of Health Forward; ensures that Health Forward appropriately leverages its assets to actualize its strategies;
- *Strong Talent Management:* Builds strong identity teams that apply their diverse skills and perspectives to achieve desired goals;
- *Innovation:* Creates new and better ways for the organization to achieve success; establishes an environment that encourages innovation, transformation, and calculated risk-taking; demonstrates an unwavering commitment to improvement;
- *Culturally Competent:* Recognizes and promotes the value that different perspectives, experiences, and cultures bring to the organization;
- *Visible, Engaging:* Possesses optimism with a strong interest in people and thoughtful consideration of others; also possesses a sense of humor and humility to complement a confident, visible management style; fosters a climate of inclusion and participation at a variety of levels both within and outside the organization with key stakeholders;
- *Humble, Approachable:* Serves others first; is self-aware; engages openly and encourages the growth and development of others to reach their full potential.

The Community

Kansas City

Kansas City, Missouri is the largest city in the state of Missouri and is the anchor city of the Kansas City Metropolitan area. Although often referred to as a 'big small town,' the city's population is nearly a half-million with a metro area of over two million. Kansas City, spanning both Missouri and Kansas, often abbreviated as KC, also refers to the metro area in general. Its official nickname is the *City of Fountains*. With more than 200 fountains, the city claims to have the second most fountains in the world, just behind Rome. The city also has more boulevards than any city except Paris and has been called the *Paris of the Plains*. It is often referred to as the *Heart of America*, as it is near both the population center of the country and geographic center of the 48 contiguous states. The city is well known for its historical contributions to the arts, most especially the musical styles of jazz and blues. It is home to the Kansas City Repertory Theatre and the Starlight Theatre, which is an 8,105-seat outdoor theatre. The Kansas City Symphony and Lyric Opera of Kansas City are mainstays of the performing arts scene as well as the Kansas City Ballet. In 2011, the city welcomed the Kauffman Performing Arts Center, a major center for music, opera, theater, and dance. The instantly iconic building and institution have become a treasured part of the Kansas City arts community.

Kansas City is also home to many culturally significant museums. The Nelson-Atkins Museum of Art is internationally recognized for its outstanding collection of more than 33,500 objects. In addition, Kansas City visitors can also enjoy the Steamboat Arabia Museum, and the Kemper Museum of Contemporary Art, the American Jazz Museum, the Negro Leagues Baseball Museum, the Harry S. Truman Presidential Library & Museum, Union Station, the National World War I Museum & Memorial and the Kansas City Zoo.

Although, Kansas City is most famously known for its steak and barbecue, it also has a wide variety of restaurants that feature premier cuisine from around the world.

Professional sports teams in Kansas City include the Kansas City Chiefs football team, the Kansas City Royals baseball team, who won the World Series in 2015, and the Sporting Kansas City soccer team. The city is served by an international airport; has a strong and growing economy, and its population is growing. The Missouri and Kansas sides of the city are served by quality primary and secondary schools, both public and private. Many excellent colleges and universities serve the populous including: the University of Missouri-Kansas City, one of four schools in the University of Missouri System; Rockhurst University; Kansas City Art Institute; Avila University; Park University; William Jewell College; Metropolitan Community College; Johnson County Community College; Kansas City University of Medicine & Biosciences and KU Medical School. The University of Kansas' main campus is located approximately 40 miles from Kansas City in Lawrence, Kansas.

Kansas City has all the benefits of a metropolitan area combined with the affordability and charm of the Midwest and its friendly people. Whether you like the bustling, lively atmosphere of the revitalized downtown, or the family-friendly suburban lifestyle, you can find your niche in Kansas City.

For more information on Kansas City, Missouri visit the following internet sites:
[Kansas City: VisitKC.com](http://KansasCity:VisitKC.com)™ Official Travel Source; [City of Kansas City, Missouri](http://CityofKansasCity, Missouri)

Procedure for Candidacy

Inquiries, nominations, and applications are invited. Candidates should provide an up-to-date resume that addresses the responsibilities and requirements described in the Leadership Profile. These materials should be submitted electronically via Witt/Kieffer's Candidate Portal, which can be accessed through this link: <https://candidateportal.wittkieffer.com/login>. Candidates can also find the Candidate Portal via the Witt/Kieffer website at www.wittkieffer.com and select the "Become a Candidate" button. If you have trouble logging into the portal, please contact candidateportalsupport@wittkieffer.com.

Information that cannot be sent electronically may be forwarded:

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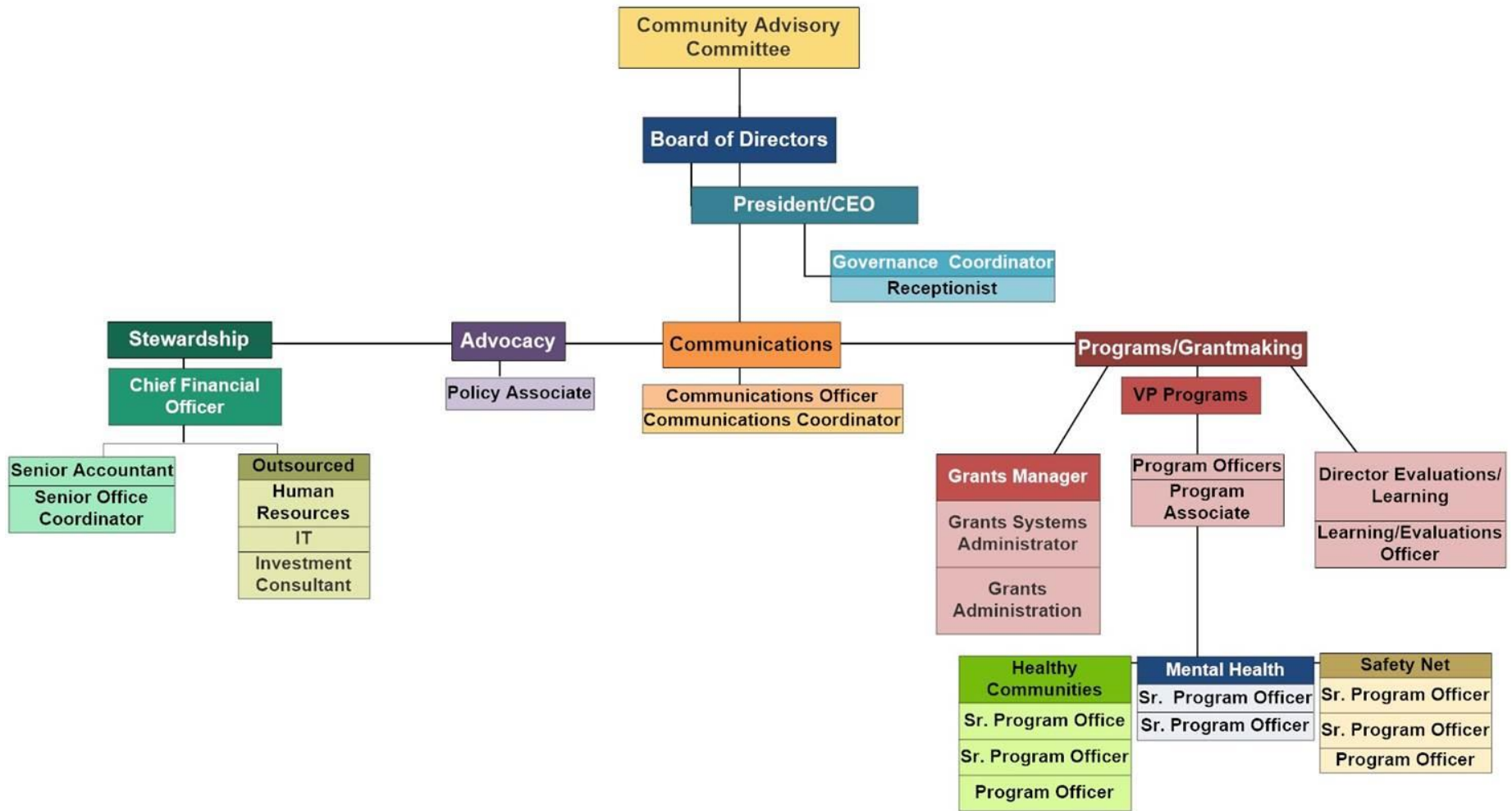
The Health Forward Foundation values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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Organization Chart

Health Forward Foundation



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