



KORN FERRY



*Missouri Foundation
for Health*

Position Specification

Missouri Foundation for Health

President and Chief Executive Officer

2020

POSITION SPECIFICATION

Position	President and Chief Executive Officer (CEO)
Organization	Missouri Foundation for Health
Location	St. Louis, MO
Reporting Relationship	Board of Directors
Website	https://mffh.org/

OPPORTUNITY

Missouri Foundation for Health (MFH) is a well-regarded and influential organization playing a critical role by informing and supporting high impact health equity efforts; aligning state, regional, and local partners; promoting leadership across the sector; serving as an innovator in systems change; and acting as a convener of stakeholders across health equity and advocacy.

After nearly a decade of spearheading exceptional growth and innovation, MFH's President & CEO, Bob Hughes, has announced his retirement. Building on the organization's rich 20-year legacy, the next chief executive will have the opportunity to impactfully lead and serve the field of health philanthropy in the state of Missouri. In partnership with and under the guidance of a committed Board, this individual will provide inspirational and visionary leadership to drive the Foundation's strategic direction, as well as to foster a forward-thinking culture to promote pathways to health equity. In light of the Foundation's recent reorganization, the incoming CEO will drive operational and cultural alignment, ensuring the staff is acclimated in the new structure and equipped to propel the organization's work.

The Board is searching for a leader who has a sophisticated understanding of the varying barriers to sound health and well-being encountered within a diverse, Midwestern state such as Missouri, and a demonstrated ability to develop strategies to reduce or remove these barriers for all Missourians. Mindful that barriers vary throughout the state, the next CEO must be adept at community engagement and coalition building to bridge the geographical diversity in Missouri across the rural/urban spectrum and shared border with eight surrounding states, as well as navigating a diverse political and cultural state landscape. As a change agent grounded in systems thinking and cross-sector collaboration, this person will provide dynamic and inclusive leadership, with the ability to execute on this entrepreneurial vision.

Given the continuing evolution in the field around the shifting dynamics of health, strategic philanthropy and systems transformation, and significant challenges in our current environment, the next leader will join the Foundation at a critical and unprecedented time in the organization's and nation's history. This is an incredible role for a passionate and equity-minded executive to solidify MFH's shift from a grantmaker to a changemaker in driving real systems change to create more equitable health and social structures, and even toward change-broker as it leverages its convening power and thought leadership to create even bigger impact. As the organization enters this next chapter of its history, this innovative leader has a chance to bring bold, fresh ideas to the Foundation as it works to explore new partnerships, investments, and frontiers in the journey to advance equity and impact meaningful and sustainable systems change.

ORGANIZATION BACKGROUND

Missouri Foundation for Health is a resource for the region, working with communities and nonprofits to generate and accelerate positive changes in health. As a catalyst for change, MFH improves the health of Missourians through partnership, experience, knowledge, and funding. The Foundation takes a multifaceted approach to health issues, understanding that programs, policy, and collaboration all play a role in creating lasting impact.

An independent philanthropic foundation, MFH was created in the year 2000, following Blue Cross Blue Shield of Missouri's conversion from nonprofit to for-profit status. It is the largest organization of its kind in the state and among the largest in the country.

In serving 84 counties and the city of St. Louis, MFH listens to communities, invests in systems, and is committed to helping partners cultivate their best ideas. Counties are grouped into five regions to match publicly available health data areas.

MISSION: To eliminate underlying causes of health inequities, transform systems, and enable individuals and communities to thrive.

CORE VALUES

- **Equity**
- **Integrity**
- **Humility**
- **Commitment**

THE WORK: Missouri Foundation for Health is committed to making lasting positive changes in health. The Foundation focuses its efforts on key issues, community needs, and policy work.

Strategic initiatives focused on issues-based work:

- Access to Care
- Behavioral Health
- Childhood Obesity
- Expanding Coverage
- Firearm Suicide Prevention
- Gun Violence Prevention
- Infant Mortality
- Unintended Pregnancy

Additional changemaking tools:

- Health Policy
- Health Advocacy
- Public Affairs Agenda
- Missouri Opportunity Incubator
- The Net Benefit
- Census 2020
- Kaiser Health News Midwest Bureau
- Makes Sense MO

For more details, please visit the website at <https://mffh.org/our-focus/>.

POSITION SUMMARY

The Chief Executive position is responsible for advancing the goals and objectives of the Foundation as set forth by the governing documents and the Board-approved policies, plans, and programs to achieve a shared envisioned future. Employing executive leadership skills, the President and CEO serves the mission of the organization, its Board of Directors, and its constituents through thought leadership, stewardship of resources, and positive community representation. Focusing keenly on organizational effectiveness, long-term strategic planning, and enterprise risk management, the President and CEO leads the staff team as they successfully implement the strategies and initiatives of the Foundation.

KEY RESPONSIBILITIES

The President & CEO will be responsible for ensuring and enabling the following essential outcomes:

- Missouri Foundation for Health, its President & CEO, and staff leaders will be visible and active thought leaders in all areas of public health and health care and demonstrate particular expertise regarding the needs of the uninsured/underinsured, as well as those with limited access to resources necessary for health and well-being, in the Foundation's service region.
- Missouri Foundation for Health will be considered a leader among health promotion organizations, both public and private, statewide and nationally.
- Missouri Foundation for Health will influence public policy to align with the mission of the Foundation.
- The Board of Directors will participate in rich discussions and deliberations rooted in the established governance, policy, and prior decisions of the Board. Board members will have appropriate, accurate, and timely information upon which to base their decisions and confidence that policies and directives established by the Board will be carried out expeditiously and consistent with Board intent.
- Board, Community Advisory Council, and staff members will be actively engaged in developing a strategic plan for Board approval and all Foundation activities will be guided by the Strategic Framework so that its objectives are achieved.
- The resources of the Foundation – financial, human, and reputational – will be managed to achieve the current goals and objectives of the organization while safeguarding those same resources to ensure the Foundation can serve its mission in perpetuity.
- Board, Community Advisory Council, and staff members will hold a shared vision for the Foundation, embody the Foundation's values, and enhance the reputation of the Foundation through thoughtful and consistent decisions and actions.

Additional key areas of focus include:

Strategic Leadership

- Provide visionary leadership and deep expertise to the staff – upholding the Foundation's values, creating a healthy work culture, and supporting a high-performing staff at all levels of the organization.
- Support an effective Board of Directors and foster positive relationships within the Board and between the Board and with key Foundation leadership, staff teams, and external audiences.

- Represent the Foundation with the public, the media, legislative and executive bodies of government, and other audiences.

Organizational Leadership

- Engage fully with the Board of Directors, Community Advisory Council, and Board committees to accomplish the mission and goals of the organization. Support Board members as they individually and collectively fulfill their legal, governance, and fiduciary responsibilities.
- Establish an effective executive management team consisting of staff who embrace and model the values of the Foundation; work collaboratively to achieve objectives; and support a vibrant, diverse, and engaged staff team. Develop executive team members so that they grow in leadership, contribute to organizational effectiveness at a high level, and support the succession plan of the Foundation.
- Create an environment in which all staff feel appreciated for their unique contributions to the work of the Foundation. Model and create an environment centered on MFH culture and workplace values including actively supporting a culture of collaboration with, and respect for, internal partners. Ensure proper infrastructure and internal alignment in place to support positive cultural practices of a healthy organization.
- Seek out, develop, and maintain relationships with appropriate external partners. Serve as an ambassador for MFH by demonstrating integrity, professionalism, commitment, and humility. Demonstrate the value of diversity and equity in all actions and decisions, and instill those values across the organization.
- Demonstrate fiscal responsibility, critical thinking, and sound judgement in all matters to safeguard MFH resources – financial, reputational, and human.

Staff Development

- Work in conjunction with Human Resources in the hiring process and onboarding executive staff.
- Take specific steps to create and develop a diverse workforce and to promote an inclusive environment.
- Serve as an available and accessible resource to employees to answer questions and concerns.
- Identify performance expectations, give timely feedback, and conduct formal performance appraisals.
- Empower employees to develop their skills and realize their potential; assist them in eliminating barriers to professional growth and development.
- Delegate responsibility appropriately, according to team's ability and potential.
- Implement timely and appropriate corrective/disciplinary action with employees as needed.

Other Duties

- The President and CEO will perform all duties normally associated with the Chief Executive Officers of a nonprofit, philanthropic organization and those that may, from time to time, be assigned by the Board of Directors.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

Required experience includes: a minimum of 5, but preferably 15 years of leadership experience at the executive level; demonstrated leadership skills and deep knowledge of the systemic factors that influence health and create health inequities, including the social determinants of health.

Desired competencies and characteristics include:

- **Experienced:** Demonstrated success in leading effective organizations of a similar size and scope as MFH. Deep experience in working effectively with volunteer leadership at the Board and council/committee level. Experience as a lead/co-lead of a dynamic and autonomous staff leadership team.
- **Intellectual Curiosity:** Shows notable intellectual curiosity, a strong equity lens, and a sincere interest in learning all facets of health, social issues, and leadership. Has the ability to apply accumulated knowledge to make effective decisions and catalyze positive change in behaviors and outcomes.
- **Passion:** Evident excitement to lead a conversion foundation. Exhibits the dynamism and vigor to build followership, lead and engage the team, and steward the identity of the organization. Maintains energy throughout change management efforts and embodies equity through a willingness to roll up sleeves.
- **Vision:** Able to develop and deploy a long-term, strategic vision of the future, the state, and the mission of the Foundation. Generates meaningful outcomes and mobilizes the organization to better serve our communities and create substantial impact for the people in our region. Leads with a strong vision through implementation while remaining adaptable to leverage unforeseen opportunities or challenges as they arise.
- **Balance:** Approaches tensions with patience and tolerance. Demonstrates flexibility and considers multiple viewpoints of issues or alternative solutions. Manages key factors, opportunities, and stakeholders effectively through openness, active listening, transparency, and respectful decision-making.
- **Relational Presence:** Proven ability to interact with and relate to multiple audiences, often simultaneously. As the face of the Foundation to the Board, staff, external partners, the service region and nationally, builds relationships in diverse communities while elevating the Foundation's values and priorities in those communities. Demonstrates a meaningful presence in interactions with government organizations, media interviews, public speaking engagements, small group grassroots conversations with Missouri citizens, and social media platforms.
- **Cultivate People:** Displays an excitement for developing leadership, governance, and executive skills within volunteer governance and internal staff. Focuses on building a strong and diverse team and facilitating growth and development within the Foundation. Supports and drives culture and inclusiveness as the face of the Foundation.

Physical and Work Environment Demands

The physical and work environment demands described here are representative of those that must be met by an employee to successfully perform the responsibilities of this position. Reasonable accommodations may be made to enable individuals with a disability to perform the position responsibilities. Physical demands, such as the ability to walk, sit, etc., are those of a typical office environment.

EDUCATION

An undergraduate degree from an accredited college or university is required. An advanced degree in health, policy, or another related field and/or pertinent experience is preferred.

COMPENSATION

A competitive compensation package will be offered to attract the most qualified candidates. As a position within the Executive Department, the President & CEO role is FLSA Exempt.

STATEMENT OF DIVERSITY

MFH is an equal opportunity employer that values diversity and strives for authentic inclusion. We seek to build a team that reflects diversity of race, socioeconomic status, national origin, color, disability, religion, gender, age, marital status, sexual orientation or gender identity, and encourage candidates of all backgrounds to apply. MFH is committed to salary equity, and compensation will be determined based upon an independent assessment of qualifications relative to the position's responsibilities. The Foundation's compensation philosophy [can be viewed here](#).

HOW TO APPLY

Please submit your application materials to Divina Gamble at Divina.Gamble@KornFerry.com, Kate Shattuck at Kate.Shattuck@KornFerry.com, and Cristina Fisher Cristina.Fisher@KornFerry.com, including a current resume and a brief statement of interest (a few well-thought out paragraphs, no longer than two pages).

KORN FERRY CONTACTS

Divina Gamble

Managing Partner;
Global Nonprofit, Philanthropy & Social
Enterprise Practice Leader
Telephone: (202) 955-0901
Email: divina.gamble@kornferry.com

Kate Kohler Shattuck

Senior Client Partner;
Impact Investing Practice Leader
Telephone: (202) 955-0913
Email: kate.shattuck@kornferry.com

Cristina Fisher

Senior Associate
Global Nonprofit, Philanthropy & Social
Enterprise Practice; Impact Investing Practice
Telephone: (202) 955-0910
Email: cristina.fisher@kornferry.com

Traci Robinson

Project Coordinator
Global Nonprofit, Philanthropy & Social
Enterprise Practice
Telephone: 202-955-0902
Email: traci.robinson@kornferry.com