



Catholic Health Association of the United States

President and Chief Executive Officer

Leadership Profile

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THE OPPORTUNITY

The Catholic Health Association of the United States (CHA) is seeking an innovative, bold and mission-driven executive to serve as its President and Chief Executive Officer (CEO). CHA represents many of the people and organizations that carry out the Church's health ministry in the United States. The President and CEO will be responsible for leading the organization and its efforts to promote the future of the Catholic health ministry in the United States. She/he will be a central figure in sustaining, supporting and energizing the ministry's evolution through its members.

The President and CEO will be joining the organization at a time in which health care delivery itself is constantly being transformed by societal, financial, technological and legislative/regulatory forces, and much attention is shifting toward broader health and social justices to address health beyond traditional clinical settings and out into communities served. As a member-driven organization, CHA is discovering ways of anticipating and responding to change while preserving and advancing Catholic health care's traditional high quality clinical care facilities and services. The President and CEO will be energized by the current challenges and complexities of health care and will be a transformative leader provoking exchange and generating ideas for addressing evolving and complex issues to help advance the ministry's mission.

She/he will ensure that CHA continues to expertly represent and engage the membership in living a shared vision for Catholic health care and to sustain a strong Catholic identity and mission integration. To do this, investing in building relationships with a broad base of constituents (members, staff, the Board, and church leaders) with similar, but sometimes diverse perspectives, will be key. The President and CEO will be a gifted bridge builder, capable of capitalizing on the similarities of focus and rallying around a common strategy and message. She/he will be an objective voice, able to represent the membership and mission, translating complex issues into actionable priorities and pragmatic plans simple enough to be understood by varied audiences. A key to success of this position will be one's ability to operate in a consultative and team-centered way when collaborating with members, the Board, staff, church leadership and outside health industry and advocacy partners.

The CHA staff serves the membership from two locations. Mission and ethics resources and staff for administrative and financial operations, as well as the communications and marketing staff, are based in St. Louis, Missouri. Advocacy, legal and government relations activities are conducted primarily from the Washington, D.C. office. Reporting to the Board of Trustees, the President/CEO, based in Washington, D.C., leads all of these activities through strategic and operating plans that are shaped to help members carry out Jesus' healing ministry with optimum outcomes.

The new leader is expected to share the values of the health ministry of the Church, CHA and its members. She/he will be visible and serve as the face of CHA and must demonstrate behaviors that elicit credibility in the highest policy circles, and lead by example.

ORGANIZATION OVERVIEW

Mission

The mission of CHA is to advance the Catholic health ministry of the United States in caring for people and communities.

Organization Overview

Catholic health care in the United States is a ministry of the Catholic Church that continues Jesus' mission of love and healing. Comprised of more than 600 hospitals and 1,600 long-term care and other health facilities in all 50 states, the Catholic health ministry is the largest group of nonprofit health care providers in the nation. At the national level, these organizations join together in the Catholic Health Association of the United States (CHA). Through the work of CHA, the ministry raises A Passionate Voice For Compassionate Care for all persons from conception to death.

CHA – originally named the Catholic Hospital Association – was founded as an organization through which facilities and their religious congregations could work together to achieve success that would not be possible working separately.

On July 19, 1914, Catholic health ministry leaders came together to respond to technological advances that were changing health care delivery in the United States. They wanted to make certain that while making plans for transforming the delivery of health care in Catholic hospitals, the ministry maintained its mission and identity; and, by doing so, ensured vital sponsorship and a vibrant future for the Catholic health ministry. Their discussions helped lay the groundwork for establishing CHA.

Officially established in 1915, CHA's original headquarters was located in Milwaukee, Wisconsin. CHA relocated its office to St. Louis in 1929, where it remains, and also continues to operate an office in Washington, D.C., which opened in 1976. Throughout its history, CHA has served the nation's Catholic health care organizations and advanced the strategic directions of mission, ethics, and advocacy.

A Passionate Voice

As the passionate voice of the Catholic health ministry in the United States, CHA's advocacy efforts strive to shape the impact of federal legislation and policies. Working together with advocates from Catholic health systems and facilities nationwide, CHA's Washington, D.C.-based advocacy team focuses on initiatives to strengthen the viability of the Catholic health ministry as not-for-profit providers and support the ministry's emphasis on creating a more just and compassionate health care system.

For decades, CHA has been a tireless advocate for a health care system that works for everyone, in particular the poor and vulnerable. Association members and staff regularly meet with legislators and government officials to bring about meaningful improvements in health care that protect life from conception to natural death and effectively address the issues of cost, coverage and access. Passage of the Patient Protection and Affordable Care Act (ACA) in 2010 made great strides in expanding access to health care services for millions of Americans.

CHA is recognized nationally as a leader in community benefit planning and reporting. In collaboration with member hospitals and health systems, CHA developed the first uniform standards for community benefit reporting by non-profit groups. Association members worked closely with congressional leaders and the Internal Revenue Service to develop the guidelines, which have been widely adopted by other tax-exempt groups across the country. The association also worked closely with the IRS in the development of the Form 990, Schedule H for hospitals.

A Valuable Resource

CHA offers a wealth of resources to help canonical sponsors, board members, senior leaders, mission leaders and other ministry executives navigate today's challenging environment and maintain the Catholic identity of these health systems and facilities.

CHA offers a portfolio of in-person events throughout the year for education, networking and sharing best practices. Among these programs are: "Foundations of Catholic Health Care Leadership" (also offered as an online distance learning program), an introduction to ministry concepts for new leaders; the Theology and Ethics Colloquium, Sponsorship Institute, Physician Leader Forum and a week-long ecclesiology and spiritual renewal event for leaders that is held in Rome. CHA's extensive webinar offerings provide a convenient, affordable way for members to learn about timely issues and trends and to advance their professional development. Many CHA meetings, webinars and programs offer continuing education credit to advance member education and professional development.

A Vibrant Community

As a community united in a shared mission, CHA members exchange ideas and best practices, come together at meetings and events, and participate in a variety of ministry-wide initiatives. These experiences inspire and renew a vibrant spirit of fellowship to accomplish together what member organizations cannot do on their own.

The Association benefits from the insights and experiences of people across Catholic health care who serve on advisory committees and special task forces. They represent a breadth of roles critical to the identity and effectiveness of the health ministry: mission leaders, sponsors, advocacy leaders, ethicists and theologians, as well as governance and management leaders.

The annual [Catholic Health Assembly](#) is the premier gathering of Catholic health care leaders in the United States. This two-and-one-half day convention brings leaders from across the ministry together for learning, networking, celebration and renewal. Keynote speakers feature prominent voices from health care, academia, media, public policy and philanthropy.

Governance

Many leaders from ministry organizations serve the association on its Board of Trustees, providing faithful governance and stewardship of CHA.

The Board of Trustees is responsible for overseeing the affairs of CHA and for setting its strategic direction. Members of the Board (other than the President/CEO, who serves ex-officio) are elected to serve three-year terms and may be re-elected to serve second three-year terms. A board member is ordinarily limited to serving two consecutive terms. Board members and the Vice Chairperson/Chairperson-elect are nominated by the CHA Governance Committee (of which the President/CEO is a nonvoting member) and are elected by vote of the CHA Membership Assembly. Board officers, other than the President/CEO, also are nominated and elected through the same process.

For additional information on CHA, please visit <https://www.chausa.org/>

POSITION SUMMARY

Responsibilities

The CHA President and CEO will be responsible for leading the organization and its efforts to promote the future of the Catholic health ministry in the United States. She/he will ensure that CHA supports Catholic health care members in being more than the sum of its parts but instead one ministry and one voice on critical issues. Reporting to the Board of Trustees, the President/CEO will direct the senior leadership team and program functions, and will be a central figure in sustaining, supporting, and energizing the ministry's evolution through its members.

The President/CEO will be responsible for:

- Leading the Board in the development of a vision and strategy for CHA, and aligning the structure and resources of the organization to achieve that vision.
- Providing effective and efficient management of CHA operations and stewardship of its human and financial resources.
- Supporting the Board of Trustees in discharging its responsibilities.
- Ensuring CHA responsiveness to, and services for, its constituent members.
- Developing relationships of mutual support and dialogue with system management and governance, sponsors and bishops, as well as the other church leaders and organizations on issues related to the Catholic health ministry.
- Leading advocacy with respect to CHA's policy priorities before diverse organizations and audiences on behalf of its members and the Catholic health ministry as a whole.

The next leader will be supported by a strong leadership team (which spans both the St. Louis and Washington, D.C. offices) and currently includes:

- Senior Vice President, Advocacy and Public Policy
- Senior Vice President, Finance and Operations
- Vice President, Mission Services
- Vice President, Communications and Marketing
- Vice President, Advocacy and Public Policy
- Vice President, General Counsel and Compliance Officer
- Chief of Staff

GOALS AND OBJECTIVES

The new President/CEO will lead the continued development of CHA and must demonstrate meaningful progress within the first 18 to 24 months of her/his tenure in a number of key areas. She/he will be expected to do the following:

- Establish professional and personal credibility and relationships among the CHA Board of Trustees, CHA membership, the Magisterium, and broad stakeholders.
- In concert with the Board, engage in the development and implementation of the strategic plan and articulate a future vision for CHA.
- Engage members in a vision for CHA that sustains and strengthens Catholic health care, including identity and mission integration.
- Foster a culture of diversity, inclusivity and collaboration, engaging in dialogue and building and maintaining relationships with all CHA members, and other ministry partners and stakeholders.
- Build and retain a strong and diverse leadership team that works collaboratively, and applies their diverse talents to achieve the goals of CHA.
- Develop and pursue an expansive non-partisan advocacy strategy that advances the ministry's goals nationally where Catholic health care represents an important share of resources.
- Initiate and sustain open and direct dialogue that will foster mutual understanding between CHA and church leadership, including the USCCB and the Holy See.
- Identify opportunities to create value for CHA members, ensuring CHA is the "go to" resource for issues affecting the ministry.
- Strengthen the voice of CHA and identify opportunities to elevate the role CHA plays in critical issues facing members.
- Drive efforts to ensure the strong financial and operational performance of CHA. Be a good steward of CHA resources to best serve the membership.
- Discern CHA's role in engaging the membership to transform health care delivery by driving and supporting a focus on the social determinants of health. Serve as a catalyst for the integration of social and medical services that address the realities of total health and wellness, and the broader social determinants of health for the underserved, and rural America.
- Ensure CHA's role as a guide, resource, and convener to foster, exchange and generate principles for addressing evolving issues on behalf of vulnerable and disenfranchised populations.

CANDIDATE QUALIFICATIONS

The ideal candidate for the next President and CEO of CHA will demonstrate a true calling to faith-based health care leadership in the Catholic tradition and an ability to articulate and advance this calling in a compelling fashion. She/he will be a practicing Catholic and will have a strong track record of leading an organization in a dynamic, changing external environment. In addition, this individual should ideally have:

Education/Certification

- A bachelor's degree is required and a master's degree or relevant experience is preferred.

Knowledge and Work Experience

- Understanding and appreciation of Catholic theology, social/moral teachings, ecclesiology, mission, and values.
- Experience working with lay and religious leaders domestically and abroad, including bishops, the USCCB, the Church at large, and the Holy See.
- A demonstrated track record leading a substantial organization like a Catholic health care entity where mission, clinical, legislative, ethical, and business considerations had to be balanced.
- Experience addressing health care's business, governance, and management imperatives. Ability to be decisive in a fast-moving and unpredictable business, legislative, social and political environment.
- Experience addressing complex ethical dilemmas.
- An established track record advocating at the highest levels, including demonstrated skill in personally educating and influencing policy-makers and jointly crafting innovative solutions on priority concerns and potentially sensitive issues.
- Effective and inspirational communication skills, with a strong professional presence and active listening skills.
- An issue-driven, politically non-partisan focus, and the ability to build bridges.

Leadership Skills and Competencies

CHA seeks a candidate who has demonstrated the following lived core values and leadership competencies:

- **Spiritual Maturity** - A personal commitment to call others to draw on their religious beliefs to carry out their responsibilities. Demonstrates theological acumen and a deep personal grasp of mission and common good and uses mission as the guide, goal, and motive for individual efforts and specific programs. Faith provides a framework within which she/he approaches and analyzes issues, problems, and opportunities. Links spiritual realities to business realities.
- **Integrity/Transparency** - Possesses a high level of moral wholeness, soundness, fidelity, trust, and truthfulness. Recognized as a person whose actions and words are credible. Creates an environment in which staff is inspired and motivated to act with integrity. Models positive behavior for peers and subordinates.
- **Emotional Intelligence** - Understands her/his own strengths, weaknesses, values and worldview. Is prudent in managing personal and professional time. Demonstrates learning agility and is able

to develop personally and professionally during tenure as President and CEO. Finds satisfaction in shared accomplishments.

- **Courage and Resilience** - Faces difficult issues quickly and directly. Provides constructive feedback, and reports even unpopular or controversial issues. Sees conflicts as opportunities. Strongly advocates when necessary to protect key values in Catholic health care; admits his or her mistakes. Takes and gives criticism and praise graciously.
- **Empowering and Inclusive** - Builds collaborative communities and teams across silos within organizations, and across organizations in the larger community. Engages individuals and groups to share their time and talents. Creates shared expectations in vision and strategy and regular avenues for input. Creates an environment of empowerment through collaboration and delegation, inviting dialogue and listening. Delegates confidently, yet takes responsibility as President/CEO. Maintains excellent relationships with colleagues with a firm and decisive leadership style. Able to lead transformation of a culture. Recognizes and attends to formal and informal factors that threaten/build trust throughout the organization.
- **Visionary** - Seizes opportunities to strengthen the ministry by stretching the parameters of conventional thought and behavior. Leverages organizational resources and influences others to elevate the level of health care delivered to the community. Facilitates shared efforts to develop a clear and creative vision. Mobilizes diverse thinkers and asks provocative questions to stimulate thinking and new ideas.
- **Humility** - Demonstrates humility while possessing a strong sense of self. Leads humbly in service of the mission rather than for the benefit of her/his own accomplishment or ego. Is a true servant leader, who commits to doing what is right and what is in the best interest of the organization. Is equally comfortable operating in a consultative and team-centered way.
- **Adaptability** - Can deal well with ambiguity. Strong ability to balance the external and internal requirements of the position, and manage the inevitable conflicts that will arise from a diverse membership and a complex health care environment. Includes differing viewpoints and builds consensus but does not prolong processes or delay action to achieve unanimity. Is clear and firm in vision and direction, but agile in implementation.
- **Inspirational** - Communicates in a way that creates buy-in and passionate followership. Inspires a shared vision throughout the organization and describes that vision in a way that excites and engages others. An influencer who presents ideas with confidence, conviction, and sensitivity to the diverse interests of many. Demonstrates the ability to galvanize the efforts of others and convince them to execute in order to have the greatest impact, and meet and exceed organizational goals and objectives.

TIMELINE

Potential milestone dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: 19 February 2019

Round One interviews: 3 - 4 April 2019

Round Two interviews: 25 April 2019

Interested candidates should plan to hold the above interview dates in the event they are invited by the Search Committee to participate in the interview process.

PROCEDURE FOR CANDIDACY

Please direct all nominations and resumes to Donna Padilla, Jim King and John McFarland, preferably via e-mail, to jmcfarland@wittkieffer.com. Information that cannot be sent electronically may be forwarded to:

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