



Chief Operations and Finance Officer

Leadership Profile

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WittKieffer

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The Opportunity

The Catholic Health Association (CHA/Association) is at a pivotal time, with a recently appointed President/CEO and a new strategic plan under development, which will be in effect beginning July 1, 2020. The Chief Operations and Finance Officer (COFO) is therefore, critical to leading the Association forward, positioning it for long-term success and adding value to its members as a key voice on the Senior Leadership Team. This position will be responsible for the financial and operational vision, and alignment of the operations to advance the Association's strategic priorities and ensure that the financial, technology, operations and business intelligence functions remain efficient, effective and service-oriented.

The Association is looking for a seasoned leader who is inspired by CHA's mission, and is strategic, and process-minded with experience leading a team of high performing directors. The COFO reports directly to the President/CEO and is accountable for leading the following key financial and operational functions efficiently and consistent with leading practices: Finance, Meetings and Travel, Information Technology, Member Services, Production Services, Facility Management, as well as the cross-functional Business Intelligence Team. The solid and long-tenured team of directors that this position will oversee, is comfortable with high expectations being set and being held accountable for top level performance.

As COFO, this position must have the ability to transition seamlessly between a strategic-level vision to day-to-day tactical operations, with strong quantitative and analytical skills. This position must also have the ability to translate the President/CEO's and board's vision and guidance into actionable, financial and operational tactics and lead the team to successful completion of those tactics. The COFO will exhibit poise, professionalism, strong diplomatic skills, and the proven ability to influence and work across departments. Further, the COFO must have a proven record of collaboration and relationship-building, as this individual will partner closely with the Vice Presidents to ensure all areas of CHA are aligned for success and advancement of the mission.

As the key staff liaison in support of the Finance Committee, co-staff person of the Audit and Compliance Committee, and Corporate Treasurer, excellent verbal and written communication skills are imperative as well as the ability to maintain integrity, establish credibility, and earn the Board and committee members' trust and respect. Strong fiscal stewardship is a top priority, as the COFO will lead the long-range financial planning and budgeting processes, including overseeing membership dues modeling as well as analysis of the long-term investment portfolio and investment spending philosophy. As the chief technology and analytics leader of the Association, the COFO must be comfortable with information technology and business intelligence. Flexibility and adaptability must also be maintained as this position will assist with other projects and duties as prescribed by the President/CEO.

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 healthcare 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 healthcare providers in the Nation. At the national level, these organizations join together in the Catholic Health Association of the United States (CHA/Association). Through the work of CHA, the Ministry raises *A Passionate Voice for Compassionate Care* for all persons from conception to death.

Catholic Health Association of the United States, 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 healthcare 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 continues to operate an office in Washington, D.C., which opened in 1976. Throughout its history, CHA has served the nation's Catholic healthcare 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 healthcare system.

For decades, CHA has been a tireless advocate for a healthcare 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 healthcare 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 healthcare 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 (IRS) 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.

The Catholic Health Association is in strong financial health and maintains adequate resources to carry out its strategic plan. Funding is primarily provided by annual membership dues, of which 37 health systems comprise the vast majority of the Association's membership. The membership base in CHA is very steady and membership retention has not been a material concern of the Association. Given that CHA is a service organization, human capital is the largest expense component of the association's budget. A healthy balance of investment reserves are maintained and utilized to help fund a portion of the Association's annual operations. Strong and established internal controls exist, as evidenced by favorable reports from the independent auditors. A disciplined financial planning and budgeting process is carried out that aligns with CHA's overall strategic plan. The financial operations of the Association are governed by the Finance Committee and separate Audit and Compliance Committee. For more detailed information please visit <https://www.chausa.org/about/financial-information>.

A Valuable Resource

CHA offers a wealth of resources to help canonical sponsors, board members, senior leaders, mission leaders and other ministry executives to 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 healthcare 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 healthcare 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 healthcare, 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

Based in St. Louis, MO, the Chief Operations and Finance Officer (COFO) provides leadership and oversight of the following key financial and operational functions: Finance, Meetings and Travel, Information Technology, Member Services, Production Services, Facility Management, as well as the cross-functional Business Intelligence Team. In addition, the position serves as a member of the Association's President's Advisory Council, known as PAC, and decision-maker in the absence of the CEO. The COFO oversees operational support of the Association's strategic initiatives, makes administrative decisions, and coordinates operational staff activities. This position is responsible for ensuring the Association is operating effectively and proper systems and processes are in place to foster the Association's efficiency and financial strength. This position staffs the Finance Committee, co-staffs the Audit and Compliance Committee, and serves as Corporate Treasurer. Duties also include, along with the President/CEO, service as a spokesperson for CHA on financial and operational matters.

Reporting Relationships

Catholic Health Association expects management to actively work towards fulfilling the mission and goals of the Association, model association values, champion association policies and procedures, achieve outstanding results, build morale among staff, and foster a positive work environment. The COFO reports to the President/CEO and manages the following positions:

- Director, Meetings & Travel
- Finance Coordinator
- Senior Director, Finance
- Senior Director, Information Technology
- Senior Director, Operations
- Director, Production Services (matrix reporting relationship)

Responsibilities

The COFO will have the following responsibilities:

- Strategic and tactical management of the Finance, Meetings and Travel, Information Technology, Member Services, Production Services, Facility Operations and Business Intelligence functions of the Association. This leader will ensure that all finance and operations areas are properly coordinated, aligned with the strategic areas of the Association, and oversee development and maintenance of policies and procedures relative to finance and operations.
- Financial leadership of the association, ensuring resource stewardship and long-term financial viability of the association. Oversight of long-range financial planning, budgeting, financial reporting, treasury and investments consistent with socially-responsible investing, audit, tax, insurance, financial controls and compliance. Present financial information in a clear, confident fashion to a range of constituents with varying levels of expertise.
- Lead enterprise risk management (ERM) efforts and integration with strategic planning.

- Serve as chief technology leader in the association, overseeing development and implementation of the association's information technology strategy, including: leveraging technology to streamline the association's operations and communications and mitigate risk; ensure appropriate technology security and controls are in place and operating effectively; maintain appropriate technology policies and plans; lead the organizational strategy around business intelligence; oversee technology capital planning; and oversee strategy around the association's e-business function.
- Provide direction and leadership of the overall strategy and maintenance of the Association Management System (AMS) member database, including ongoing upgrades and enhancements, alignment of audiences with the strategic plan, efficient procedures to ensure the integrity and accuracy of database information, and processes that allow for easy data extraction.
- Provide direction and leadership of the business intelligence team, overseeing maintenance and utilization of data across the Association for internal and external benefit, establishing annual goals, educating staff on the Association's business intelligence capability, and preparing quantitative analyses and dashboards to enhance board and/or association decision-making, as well as provide value-added information to members and other key constituents.
- Provide direction and leadership of building and facilities management of the St. Louis and Washington, D.C. offices, ensuring streamlined and consistent processes exist.
- Oversee planning and execution of all meetings and travel activities of the Association, ensuring efficiency, effectiveness and resource stewardship.
- Oversee the printing and distribution activities of the Association, ensuring optimum use of financial and operations resources in the creation and distribution of key member resources.
- Maintain solid relationships with Catholic Health System CFOs and COOs and participate in industry conferences and networking events.
- Serve as the lead staff person for the Finance Committee, co-staff person for the Audit and Compliance Committee and Corporate Treasurer. Assist these governance bodies with discharging their governance responsibilities and maintain responsibility for all financial resolutions enacted by the Board of Trustees.
- Support and assist the Compliance Officer on organizational compliance and ethics initiatives, including: compliance protocol, service on the internal Compliance Committee, establishment and monitoring of internal controls, and staff compliance/ethics education.
- Participate on PAC, assisting with decision-making on, and leadership of, organizational issues as requested by the President/CEO.

Goals and Objectives

As part of a solid leadership team, the new COFO will play a key role in operationalizing the next three-year strategic plan of the Association. Immediately and continuing over the next three years and beyond, the COFO will also be entrusted to:

- Develop a strong, effective partnership with the President/CEO that ensures strategic, anticipatory leadership of the finance and operations functions of the Association aligned with the President/CEO's vision.
- Serve in a critical leadership role with the development of the FY21-23 strategic plan and lead the development of the long-range resource plan aligned with the new strategic plan.
- Build solid and trusting relationships with the Board of Trustees, Finance Committee and Audit & Compliance Committee, and facilitate these governance body's financial oversight of the Association.
- Continually optimize technology across the Association to enhance and streamline workflow and lead the identification of best practice technological solutions to advance the Association and mitigate risk.
- Serve as a strategic partner with the VP, General Counsel on the Association's enterprise risk management initiatives and integration with strategic planning.
- Examine operational processes and procedures in the Washington, D.C. office to ensure efficiency and consistency with St. Louis office processes and procedures. Assist with oversight of the operational aspects of the Washington, D.C. office move.
- Ensure best-in-class processes and controls are developed and operationalized, related to cybersecurity and resilience.
- Continue to advance the Association's business intelligence initiatives to generate data-driven insights, including quantitative analysis to support strategic planning and other association initiatives. Key opportunities exist to further leverage data for member benefits, as well as telling the story of Catholic healthcare to key constituents.
- In partnership with the VP, General Counsel, examine current electronic and physical document management and record retention policies and practices across the Association and implement appropriate solutions to improve the efficiency of processes and enhance regulatory compliance.
- Continue to develop the high performing Finance and Operations team and ensure continued alignment of these functions as key contributors to advancing the mission of CHA.

Candidate Qualifications

Education/Certification

- Minimum of five years executive level financial and operational experience (CFO or COO) with oversight of multiple operational functions.
- CPA and/or MBA strongly preferred

Leadership Skills and Competencies

The successful candidate must share the core values of CHA and be driven by the mission. In addition, the successful candidate will have had high-level leadership experience and a diverse set of skills: leadership, operations, financial management, technology, business analytics and process improvement. This individual must also have proven experience in leading and fostering the capabilities of a bright and motivated team. Additional qualifications are as follows:

- **Strong values:** Exemplary integrity, fairness and trustworthiness. Proven ability to maintain confidentiality. Optimistic outlook and natural tendency to forego individual promotion in the interest of the broader association mission. Unwavering commitment to quality operations and excellence in management, and ability to foster these values in others.
- **Leadership and organization:** Leadership presence with exceptional capacity for managing and leading people in a positive and inspiring manner, with a proven capacity to inspire and develop others but also enforce accountability. Willing to take unpopular stands when necessary. A team-builder who has the ability to connect with staff on both an individual level and in larger groups. Aptitude to know the strengths and weaknesses of the team in order to put every team member in a position to succeed. Well-developed emotional intelligence, executive presence, and tact.
- **Results oriented:** Proven track record of exceeding goals. Passion for researching and implementing best practices, and continuously improving the Association's operations. Evidence of the ability to consistently make good decisions through a combination of analysis, critical thinking, experience and judgment.
- **Adaptive management:** Ability to anticipate issues before they happen, analyze processes and implement creative and innovative solutions. Regularly examine organizational structures, processes and procedures that would benefit from review and modification to improve the Association's workflow and outputs.
- **Action oriented:** Enjoys working hard and looks for challenges; not afraid to take charge of a situation. Demonstrated ability to anticipate, adapt quickly, make changes and manage the impacts of change. Skilled decision-maker, with transparency in decision-making and management.
- **General management:** Strong understanding of finance, budgeting, investments, information systems, databases and business intelligence. Demonstrated skill in setting priorities, guiding people, supporting good problem-solving, and enhancing processes and systems. Ability to delegate effectively and to hold direct reports accountable.

- **Communication and relationships:** Strong communication skills, both verbal and written, with the ability to communicate effectively and present to internal and external audiences at all levels. Honest and direct, with a proven ability to build trust. Skillful at managing through influence and building strong relationships at all levels. Excellent listening skills.
- **Analytical:** Strong analytical skills and critical thinking ability necessary to evaluate data, situations and processes and form accurate and meaningful conclusions. Sound problem solver with excellent reasoning skills, with the ability to understand and work through complexities with ease and creatively overcome obstacles to achieve goals.
- **Collaborative:** Work closely with direct reports as well as the other senior leadership team members and ensure smooth communication and coordination between the strategic, communications and operations functions in the Association.

Procedure for Candidacy

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

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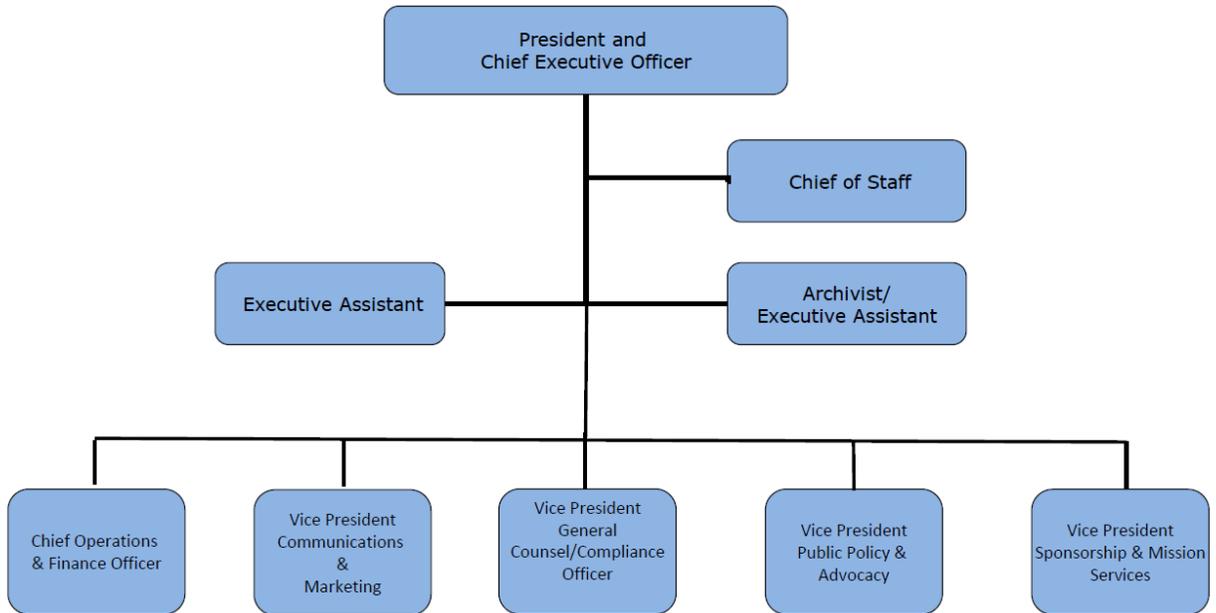
Phone: 314-754-6072

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Organization Chart

Catholic Health Association Chart of Reporting Relationships Office of the President



As of September 30, 2019

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