THE CATHOLIC HEALTH ASSOCIATION OF THE UNITED STATES

Washington, D.C.

Position Specification

President and Chief Executive Officer

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This Position Specification is intended to provide additional information about The Catholic Health Association of the United States and the position of President and Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest in the position.
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I. THE ORGANIZATION

The Catholic Health Association of the United States (CHA), based in St. Louis, Missouri, is the national leadership organization of the Catholic health ministry. CHA is engaged in strengthening the health ministry for the future and creating health care that works for all, by pursuing strategic directions of mission, ethics, and advocacy. CHA represents more than 2,000 sponsors, systems, facilities, and related organizations that form the nation’s largest group of not-for-profit health care. Founded in 1915, CHA unites the ministry engaged to advance selected strategic issues that are best addressed together rather than as individual organizations. CHA participates in the life of the Church by advancing the Catholic healthcare ministry through advocacy, education, facilitation, and research and development. Anchored in Jesus’ healing mission, the CHA works with its members to promote justice and compassion in health care, influence public policy, shape integrated delivery, and strengthen ministry presence and influence in the U.S. healthcare system.

CHA has an annual operating budget of approximately $20 million and employs 77 staff members: 59 in its St. Louis headquarters, and 18 staff members in its Washington, D.C. office.

CHA Mission

The mission of the CHA is to support and strengthen the Catholic health ministry by being a catalyst for a transformed healthcare delivery system infused with ministry values, future-oriented forms of ministry sponsorship and a membership united in ministry.

CHA Role

United as a ministry engaged to advance selected ministry commitments that are best pursued together rather than as individual organizations.

CHA Commitments

Advocate for justice in health care and transform health ministry.

CHA Strategic Directions

Mission
Strengthen our ability to understand, articulate, and act on Catholic identity.

Ethics
Exercise leadership in ethics for health care and broader societal issues.

Advocacy
Mobilize to secure access for all to just, compassionate, and quality health services.
II. THE POSITION

Roles and Responsibilities

The CHA President and Chief Executive Officer will be responsible for leading the organization in its efforts to promote the future of the Catholic healthcare ministry in the United States. The position reports to the Board of Trustees. Direct reports include heads of all administrative and program functions. Specific organizational structure will be at the discretion of the Chief Executive Officer.

The President and Chief Executive Officer 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 of CHA interests before other organizations and audiences on behalf of its members and the Catholic health ministry as a whole.
III. CANDIDATE EXPERIENCE AND COMPETENCIES

Our assessment interviews with key members of CHA identified the following competencies, credentials, skills and personality characteristics of the ideal candidate for the new President and Chief Executive Officer.

The successful candidate will be a practicing Roman Catholic and could come from a variety of organizations, such as a healthcare system, hospital, association, religious community or national advocacy group. Regardless of the specific organization, the individual should ideally have:

- Knowledge of the social teachings of the Catholic Church and its formal and informal structures as well as experience in a Catholic setting, ideally in healthcare.

- Experience in a complex organization, leading a diverse team.

Functional Competencies

The President and Chief Executive Officer is a spiritually mature Catholic leader who brings to the organization:

- Strategic skills with a broad perspective and expertise in health care and the intellect, confidence and courage to challenge the status quo and prioritize needs. Uncommon intuitive ability to integrate complex thought and values and take strategic action.

- A passion for and commitment to Catholic healthcare delivery and the forces that impact current and future change. Will understand the various components of health care, including acute care, long term care and community based care.

- The ability to represent and advocate for the unique Catholic healthcare mission, coalescing and collaborating with diverse constituents and non-constituents. Maintains consistent presence in larger community as collaborator and/or leader in changing social structures for the common good. Experience working with state and federal legislatures, and national and state associations.

- Understands financial processes, issues and language. Respects the human, financial and environmental resources of the organization and its membership. Protects the reputation of Catholic health care and seeks to assure that it thrives amid regulatory, legislative, social and church changes.

- Inspirational, effective and persuasive communication style. Frank, clear and direct in all communications – honest, and yet diplomatic. Experience in building a culture and systems of open, ongoing communication. Active listening skills.
• Mission-sensitive change management experience, including leading, organizing and managing change through others. Experience bringing about broad organizational change and has ability to focus and energize an organization to accomplish change together.

• Knowledge of Church tradition in sufficient detail to guide a major public ministry and knows when to seek help. Understands and explains Roman Catholic teachings that are relevant to Catholic health care including the social imperative to serve the poor and marginalized. Lives these imperatives through actions and experience.

Values and Leadership Competencies

CHA seeks a candidate who has demonstrated – in personal habits and systems/structures and culture established in organizations – the following values, characteristics and traits. These core lived values are a congruence between the mission and values of the organization and personal beliefs and values. They are listed in no particular order of significance.

• **Self Confidence:** Understands his/her own strengths, weaknesses, values and worldview. Is prudent in managing personal and professional time. Is able to develop personally and professionally during tenure as President. Demonstrates humility while possessing a strong sense of self. Finds satisfaction in shared accomplishments.

• **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 Chief Executive Officer. Maintains excellent relationships with colleagues and subordinates 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 organization.

• **Courage:** Faces difficult issues quickly and directly. Provides current, direct and complete positive 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.

• **Integrity:** 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.
• **Spiritual Maturity:** A personal commitment to call others to draw on their religious beliefs to carry out their responsibilities. Demonstrates a deep personal grasp of mission and common good and presents vision as the guide, goal, and motive for individual efforts and specific programs. Faith provides a framework within which s/he approaches and analyzes issues, problems, and opportunities. Links spiritual realities to business realities.

• **Insight-Driven Strategic Thoughts and Action:** 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. Possesses a clear record of achieving stated goals personally and collectively. Takes firm action when needed. Includes differing viewpoints and builds consensus but does not prolong processes or delay action to achieve unanimity. Can deal well with ambiguity.
IV. GOALS AND OBJECTIVES

The CHA President and Chief Executive Officer will accomplish the following goals and objectives – in close collaboration with the membership – to be successful within the first 12 to 18 months:

Vision and Strategic Plan Development

- With the participation of the Board leadership, engage the Board, membership and staff in a discussion and strategic plan that defines the vision and role of CHA in the context of the current environment and ensure that services and programs are aligned with the current needs of the member organizations.

- Clarify CHA’s core services and priorities, especially as they relate to advocacy, mission, ethics, and church relations.

- Widely communicate and gain support of the membership for the vision and strategic plan.

- Continue the transformation of CHA as a leader and catalyst for the Catholic healthcare ministry.

- Advance the advocacy role of CHA. Make connections with key thought-leaders and develop advocacy initiatives around specific issues key to the ministry that other advocacy groups do not address.

Operational Management/Cultural Change

- Develop an infrastructure that is in alignment with the strategic objectives.

- Enhance governance of CHA and create a stronger, more effective board structure.

- Evaluate and reorganize the staff to respond to a new direction. Set a framework for decision-making about structure and office locations.

- Enhance internal morale and establish effective staff relationships. Develop a community of trust and respect that is both supportive and productive. Create better communication and collaborative relationships between offices.

- Create a nimble structure and culture that will anticipate and be responsive to changes and challenges in the healthcare environment.
• Identify and implement opportunities for operational efficiencies and fiscal responsibility, crafting a budgeting approach that preserves the quality of services while balancing the associated costs.

• Build a proactive and progressive culture. Encourage diversity and inclusiveness ensuring that all members are served and valued.

V. TIMETABLE

The timetable for the President and Chief Executive Officer search at CHA:

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<td>July 22, 2005</td>
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<tr>
<td>Candidate interviews with search committee</td>
<td>August 5, 2005</td>
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<tr>
<td>Final candidate interviews with search committee</td>
<td>August 23, 2005</td>
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VI. PROCEDURE FOR CANDIDACY

Send resumes or nominations to:

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