

The Opportunity

Do you get big things done and create results? Do you relish new challenges when there's no roadmap for where you're going? Do you have a passion for making a difference in the lives of children and families? Do you want to look back five years from now and know you helped meaningfully reduce health inequalities? Dogwood Health Trust (DHT) seeks an entrepreneurial Impact Associate who loves start-ups and working with high performing teams, has a high interest in moving the needle and getting results, and is passionate about health equity.

Dogwood Health Trust is a \$1.5 billion private, non-operating foundation, based in Asheville, North Carolina whose broad mandate is "to dramatically improve the health and well-being of all people and communities of Western North Carolina." The Trust became operational upon the sale of the assets of Mission Health System to HCA Healthcare in 2018. Dogwood Health Trust seeks to fulfill its mission by addressing what the World Health Organization and other experts call the social determinants of health – factors such as individuals' early childhood development, education, economic stability and physical surroundings.

Our work is grounded in ambitious impact and equity goals which frighten some and excite others. For example, instead of "we funded \$5 million in addiction programs" we set out to reduce opioid deaths by 40% in one year, while reducing the disparity for post incarcerated populations; instead of "we funded \$3 million in education" we set our sights on eliminating the disparity for minorities in educational attainment and graduation rates within 4 years.

A team is forming which is quickly establishing the Foundation as an impactful place and a philanthropic agent for change, and the Impact Associate will be in the middle of the action. You will work with a team of equally talented and motivated colleagues who each take responsibility for one to three strategic initiatives. Each team member will be accountable to specific impact and equity goals.

We are in the process of defining our strategic initiatives, which could span the breadth of health care access, housing, education, substance use disorder, mental health, economic development, and so much more. Each initiative will require a multi-prong system change strategy that moves the needle on health equity. As initiatives mature, new opportunities invariably arise, leading to increased impact and personal growth.

Being successful in this environment requires a unique combination of skills and attributes: you need to keep the end goals firmly in mind, while adapting in realtime to changing conditions and new information; you need build strong partnerships with community stakeholders, but not be afraid to challenge orthodox thinking; you need to reach into the unknown, but understand and manage the risks. It's less about Gantt Charts, and more like 3d chess.

The ideal candidate will be someone who is excellent at execution, but doesn't consider that an end in itself; who owns outcomes for your projects not just the process; and who regularly tests new approaches for greater impact and efficiency. You will see every challenge not as a chance to fail, but as an opportunity to learn and innovate. You will be comfortable setting and achieving ambitious, quantifiable goals, and be able to document your accomplishments in a clear and compelling fashion.

This is a unique, once-in-a-lifetime opportunity at the biggest United States healthcare conversion foundation on a per capita basis. The Impact Associate will play an instrumental role in generating measurable, sustainable change in health equity and the well-being of Western North Carolina residents.

Organization Overview

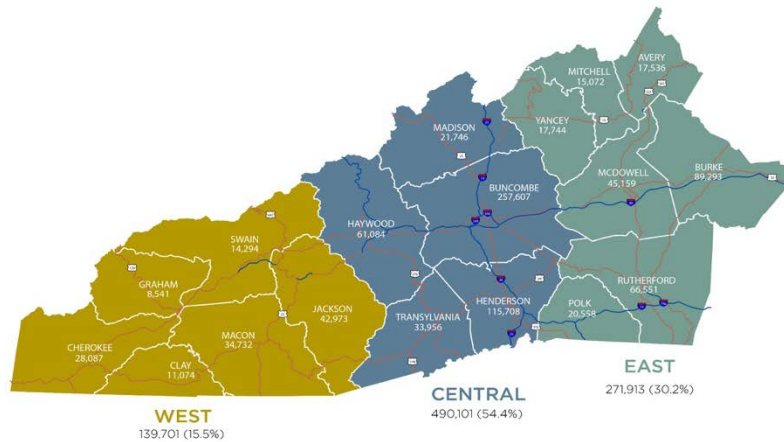
Dogwood Health Trust is a North Carolina nonprofit corporation with the sole purpose of dramatically improving the health and well-being of all people and communities across Western North Carolina. Dogwood Health Trust is the successor foundation of the nonprofit Mission Health System.

Dogwood Health Trust became operational upon Mission Health's recent acquisition by HCA Healthcare and is the recipient of the net proceeds of the sale. HCA paid approximately \$1.5 billion for the assets of Mission Health, which previously operated as a private not-for-profit health system that was the sixth largest in Western North Carolina. Proceeds from the purchase will be combined with Mission Health's remaining cash and investments – after all debts and obligations are paid – and transferred to Dogwood Health Trust. The Trust will operate independently from HCA and will be a key source of support for the community. The Trust begins its operations at a time of great need and opportunity for the area's local communities, as is evident from the following statistics.

Area Statistics

- Population of all 18 counties - 901,715
- Median household income - \$42,670 (national median \$55,322)
- Persons below poverty level - 15.8% (national average 12.7%)
- With disability (<65) - 11.8% (national average 8.6%)
- Without health insurance (<65) - 13.5% (national average 10.1%)
- Bachelor's degree or higher - 26.5% (national average 30.3%)
- Civilian labor force - 55.4% (national average 63.1%)
- Persons age 65 and over - 22% (national average 15.2%)

Coverage Map



For more information on Dogwood Health Trust, please visit:

[Website: dht.org](http://dht.org)

[Articles of Incorporation](#)

[Bylaws](#)

[Commitment Letter](#)

Among Dogwood Health Trust's first investments is a pledge to invest \$25 million over five years in the work of the North Carolina's Secretary of Health and Human Services that addresses substance use disorder in Western North Carolina. Additionally, North Carolina's Attorney General, in conjunction with the Dogwood Health Trust Board, developed an agreement that addresses certain aspects of the structure, purpose and initial set of commitments for the Trust.

Position Summary

Reporting Relationships

The Impact Associate will report to a Director or the Vice President, Impact (or may report to another executive depending on which strategic initiative).

Responsibilities

The successful Impact Associate candidate will

- Collaborate to deliver bold and innovative strategies that will move the needle on health disparities and equity in Western North Carolina.

- Maintain laser like focus on DHT program outcome metrics.
- Be fluent in the equity journey for stakeholders regardless of where they may be in that journey.
- Develop and maintain effective working relationships with community partners.
- Identify other programs, organizations and communities which have successfully moved the needle on DHT strategic priorities (bright spots).
- Be accountable for program results in areas of responsibility.
- Understand and demonstrably support DHT mission, values and programs.
- Perform as effective member of diverse, high performance impact team.
- Regularly monitor programs and processes for impact and efficiency; recommend adjustments to correct.
- Collect, analyze and use data to inform program design and management of partner relationships.
- Execute the timely measurement and reporting of qualitative and quantitative program results.
- Manage program budgets for areas of responsibility.
- Identify and analyze public and private funding opportunities.
- Work with the impact team to ensure that all impact activities and operations are carried out in compliance with local, state and federal regulations and laws.

Candidate Qualifications

Education/Certification

- Undergraduate degree or equivalent experience. Graduate degree preferred.

Knowledge and Work Experience

- Demonstrated program leadership with strong focus on outcomes, consistency in execution, and exploring new approaches for greater impact and efficiency
- Demonstrated ability to set and achieve ambitious personal and professional goals
- Consistent record of effective collaboration with diverse stakeholders
- Experience working with organizations serving low-income individuals and/or addressing social determinants of health
- Proven successes in planning, organizing, implementing, evaluating and modifying programs, systems and operations.
- Budgeting and finance knowledge.
- Exceptional interpersonal, public relations, oratory, written and presentation skills, and the ability to represent the organization externally across a wide audience.
- Excellent time management skills.

Personal Attributes

- Commitment to taking personal responsibility for impact success, no matter the ecosystem challenges, the partner challenges, or team issues. Highly adaptive when inevitable barriers arise to moving the needle on our toughest social issues.
- Strong culture and values fit. A person of unquestioned integrity and moral character; an individual that the organization and the community can trust without reservation.
- A personal style that builds relationships based on team play, trust, honesty, humility, reliability, openness and confidence.
- A self-motivated, highly intelligent, secure individual who is team-oriented and has a passion for service excellence.
- A consummate team player who takes pride in team accomplishments and not their own accomplishments.

- Capable of seeing the value of new ideas and willing to try new approaches to care delivery and leadership. A person with the courage to stand by his/her convictions yet who is self-confident enough to take feedback from all levels of the organization.
- Maturity and presence; candidates must have an authentic presence that is confident yet vulnerable.
- Good judgement, able to make decisions, justify recommendations, and be responsive and clear.
- Know one's internal states, strengths and limitations; maintain a professional demeanor at all times.

The Community

Asheville/Western North Carolina

Asheville

Asheville is the county seat of Buncombe County, North Carolina. It is the largest city in Western North Carolina, and the 12th most populous city in the state. The city's population was 89,121 according to 2016 estimates. Asheville is located within North Carolina's Blue Ridge Mountains and is known for a vibrant arts scene and historic architecture, including the dome-topped Basilica of Saint Lawrence. The vast 19th-century Biltmore estate displays artwork by masters like Renoir. The Downtown Art District is filled with galleries and museums, and in the nearby River Arts District, former factory buildings house artists' studios.

Healthcare is the largest industry in the area, responsible for 20 percent of the area's employment. With a host of world-class providers, research institutions and community organizations, companies that operate in the commercial healthcare, medical technology and pharmaceutical fields have significant support on which they can rely. The depth and diversity of North Carolina's healthcare network allows companies to do advanced work more compassionately, all while maintaining low business costs. Healthcare operations play a crucial role in both drawing talent and providing employment, income and benefits to thousands of residents.

The Asheville area is a destination for both relocation and travel, boasting an airport rated as one of the best connected regional airports in the country. The Asheville region has a diverse \$17.3 billion economy and key drivers include steady population growth, manufacturing, tourism and healthcare. With a metro workforce of over 207,000 employees fueled by a number of colleges and universities, Asheville is an attractive location for many companies looking to expand. The community attracts qualified talent from across the country and remains an easy hometown choice for long-term residents and students. In

collaboration with top-notch educational partners, and local and state-wide workforce initiatives, Asheville is able to train, support and retain the individuals who make up their most valuable economic resource.

One of the main draws for travelers and residents alike is downtown Asheville – vibrant and friendly, the area has critically acclaimed restaurants, galleries and great boutique shopping. Stepping out of the downtown core, each smaller enclave around Asheville has a unique feel – West Asheville, North Asheville and Biltmore Village, among others, are areas that keep the local Asheville area busy. The Asheville area has more than 50 craft brewers and is the East Coast headquarters for three large national craft brewers.

The Asheville metro area, covering four Western North Carolina counties, has a population of approximately 450,000 residents. In 2016, Buncombe County attracted 10.9 million visitors, generating \$2.9 billion in economic impact. Despite this growth, the cost of living is less than the national average and has retained a small-city charm. Small businesses have a strong presence in Asheville, adding to the great “community feel” of Asheville.

Visit Asheville.com for more information.

Western North Carolina

Western North Carolina consists of 18 counties and a 2017 estimated population of 901,715. This region of North Carolina includes the Appalachian Mountains; thus it is often known as the state's Mountain Region. Located east of the Tennessee state line and west of the Piedmont, Western North Carolina contains a few major urban centers. Asheville is the area's largest city and most prominent commercial hub. Boone and Blowing Rock are well-known areas within the region.

The Foothills region of the state is loosely defined as the area along Western North Carolina's eastern boundary; this region consists of a transitional terrain of hills between the Appalachians and the Piedmont Plateau of central North Carolina. The Eastern Band of Cherokee Indians have a reservation situated in the Western North Carolina region, adjacent to the Great Smoky Mountains National Park.

Tourism is the region's largest contributor to the economy, with over \$3B spent yearly. Officials and economic developers are partnering new industries with the region's longtime economic players such as agriculture, tourism and higher education. Together they strengthen the economy and elevate an already high quality of life. Diversification is a goal of local economic development and manufacturers, such as Evendale, Ohio-based GE Aviation, craft brewers and others have provided Asheville with \$5 billion in economic development over the last five years. In Polk County, Tryon International Equestrian Center opened in 2014 with 10 riding arenas and 850 permanent stalls, while featuring 30 weeks of shows each year. Caldwell is home to strong plastics and packaging industries, with growing biotechnology and pharmaceutical sectors as well. Technology will be a key part of North Carolina's future economy.

Agriculture always has been strong in western North Carolina, where apples and Christmas trees are the top crops. Farming has been a large contributor to North Carolina's economy, but a recent study anticipates that agribusiness in the state could increase some 80 percent, becoming a \$150 billion annual industry by 2050.

How to Apply

In order to be considered for this position, qualified candidates should forward a current resume and cover letter to Human Resources at Dogwood Health Trust via e-mail, hr@dht.org.

For more information, please visit <https://dogwoodhealthtrust.org/resources/careers/>

Dogwood Health Trust 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.