



DOGWOOD
HEALTH TRUST

Chief Executive Officer

Leadership Profile

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The Opportunity

Witt Kieffer is honored to collaborate with Dogwood Health Trust (DHT) and its Board in recruiting a Chief Executive Officer. This is a career-defining opportunity for a seasoned, collaborative and humble executive to build upon the first three years of substantial progress and lead the biggest healthcare conversion foundation on a per capita basis in this country, and to play an instrumental role in making meaningful, measurable long-term change in the health of the people of Western North Carolina.

DHT is a \$2 billion private nonprofit foundation based in Asheville, North Carolina. DHT's sole purpose is to dramatically improve the health and well-being of all people and communities across 18 counties and the Qualla Boundary in Western North Carolina. The foundation became operational upon Mission Health's acquisition by HCA Healthcare. North Carolina's Attorney General, in conjunction with the DHT Board, developed an agreement that approved the structure, purpose and certain commitments, including a pledge to provide \$25 million in services over five years in order to address substance abuse disorders for area residents.

DHT seeks to fulfill its purpose by addressing what the World Health Organization and other experts call the social determinants of health. In its three years, DHT has made a major impact on the region's health status. Listening to the communities they serve, and taking into account the socio-economic and public health data, DHT decided to focus on four broad areas: housing, education, economic opportunity and health and wellness. DHT has established an extensive and inclusive structure to guide its approach and grant-making in each area.

DHT has also been instrumental in working with recognized community partners in responding to the pandemic. Additionally, DHT supports a new fund to invest in community-based organizations to build capacity so they can best serve their constituencies.

Working closely with the Board and staff, the ideal CEO candidate will be passionate and knowledgeable about the purpose and areas of focus and communities within the service area of DHT. This person will need to embrace the belief that diversity, equity and inclusion are an integral part of the founding of this organization and are central to the strategies and decisions to improve the lives of residents and their communities. This executive will need to be collaborative and bring other like-minded public and private partners to the table to broaden both the financial resources and expertise available to address solutions in the areas of housing, education, economic opportunity as well as health and wellness. In addition, the CEO will be a thought leader and advocate for necessary policy solutions that will continue to have a lasting impact for many generations.

In order to be successful, the CEO will need to be sophisticated yet humble and embrace the western North Carolina culture. This person must understand the history of the region and be sensitive to the diversity of thought and people in the area. The executive needs to be a trusted advisor to public and private key opinion leaders, community-based organizations, and the Board and staff based on mutual trust and respect for one another and guide the team, helping them work in a highly integrated fashion in order to best serve the residents of Western North Carolina.

This person should be a leader in one of the four focus areas with a proven track record of success. The ideal candidate will listen closely and work collaboratively with a range of stakeholders to develop the foundation's vision and its strategic plan. The executive will also have to make tough

funding decisions and be able to communicate with conviction and respect when programs and initiatives are not successful.

In short, this is a position for a dynamic, committed executive – an individual seeking to improve the lives of Western North Carolina people and communities.

Organization Overview

DHT 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. DHT is a conversion foundation of the nonprofit Mission Health System.

DHT was incorporated in the spring of 2018 and became operational upon Mission Health's acquisition by HCA Healthcare in early 2019 as 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 North Carolina. Proceeds from the purchase were combined with Mission Health's remaining cash and investments – after all debts and obligations are paid – and transferred to DHT. DHT operates independently from HCA and is a key source of support for the communities of Western North Carolina.

"Our Purpose"

To dramatically improve the health and well-being of all people and communities in Western North Carolina.

"Our Commitment"

Dogwood Health Trust is committed to diversity, equity, and inclusion. These values inform our purpose, strategies, and decisions.

"Our Values"

Compassion with Courage.

We will be bold in pursuing our commitment to the people and communities of Western North Carolina by taking smart risks and investing in opportunities for profound impact.

Sustainability with Integrity.

We will bring transparency and humility in stewarding resources to support and strengthen Western North Carolina for generations to come.

Partnering with Purpose.

We will foster collective impact by promoting collaboration and advancing shared learning.

Housing

Since affordable housing is in extremely short supply in the region, their efforts seek to preserve and increase availability in ways that build upon the strengths, expertise, and assets of area partners. To amplify their pact throughout the region, DHT may have many roles, including bridge funder, loan guarantor, or equity partner, in addition to providing strategic grant funding.

Their first housing investment in 2020 was in a unique partnership in McDowell County to create 168 units of affordable workforce housing. They also provided grants to aid in the construction of eight single-family supportive housing units in Henderson County and provided grants for pre-development costs for other projects in Buncombe, Mitchell, and Rutherford Counties representing an estimated 582 additional units.

Housing is about much more than creating new homes. DHT will also focus on helping residents stay in existing homes safely and on development of a strategy to reduce homelessness, addressing numerous and complex contributing issues within all strategic priorities.

Grants approved in 2020: \$3 million

Goal: Invest in the creation of 500 affordable housing units by the end of 2020.

Strategies:

- Support evaluation and pre-development of affordable housing sites
- Build new units
- Preserve affordable units
- Support home rehabilitation

Education

DHT is committed to investing across all sectors of education: early childhood, K-12, and post-secondary. With the significant impact of COVID-19 on the education sector, their focus and initial investments have been aimed at helping schools at all levels — from early learning to higher education — face the incredible new challenges they are experiencing.

The funding to date has supported Wi-Fi hotspots, learning pods, cleaning supplies for safe opening, COVID-19 testing, and programs to support remote learners.

Grants approved in 2020: \$1.5 million

Goals & Strategies: Goals and strategies for the Education Strategic Priority area will be developed and shared in 2021.

Jobs & Economic Development

When WNC's tourism economy was hit especially hard during the pandemic, it shined a light on what the Western North Carolina region already knew — that they must diversify. Using the philanthropic tools of impact investing and program-related investments, DHT will help the region's economic developers attract and grow local businesses to create a more dynamic economy with jobs

that support families in their pursuit of healthy and fulfilling lives. Their investments in jobs began by providing \$11 million in bridge loan funding to secure jobs threatened during COVID-19. These dollars have since been repaid. Now, their work is rapidly expanding to include support for broadband access, workforce training, diverse entrepreneurship, and much more to come.

Grants approved in 2020: \$552,450

Goal:

- Retain or catalyze 5,000+ jobs in the region
- Diversify regional economy through advanced manufacturing and other suitable sectors

Strategies*:

- Provide bridge funding to maintain jobs during COVID-19
- Attract/expand companies in WNC
- Expand diverse entrepreneurship
- Support workforce training
- Expand rural businesses
- Expand broadband access

*Implemented in a manner consistent with their charitable purpose.

Health & Wellness

DHT's COVID-19 initiatives have been central to the short-term work in health and wellness, along with bold goals to address substance use disorder. DHT will develop and share other long-range goals and strategies for health and wellness in 2021.

Addressing Substance Use Disorder

More than 50,000 people in WNC struggle with substance use disorder, and overdoses claim the lives of more than 200 WNC residents annually. Upon its creation, DHT committed to providing \$5 million per year for five years for the purpose of funding programs and services dedicated to addressing substance use disorder for the people of Western North Carolina in conjunction with programs developed or to be developed by the Secretary of the North Carolina Department of Health and Human Services.

In 2020, DHT granted \$5 million in work to address substance use disorder in 18 counties and the Qualla Boundary in WNC. By targeting opportunities already based within these counties and supporting work that is locally driven, they are seeing early wins. For 2020-2021, their partners' work is projected to exceed DHT's 40% opioid fatality reduction goal and save more than 70 lives.

Grants approved in 2020: \$5 million for substance use

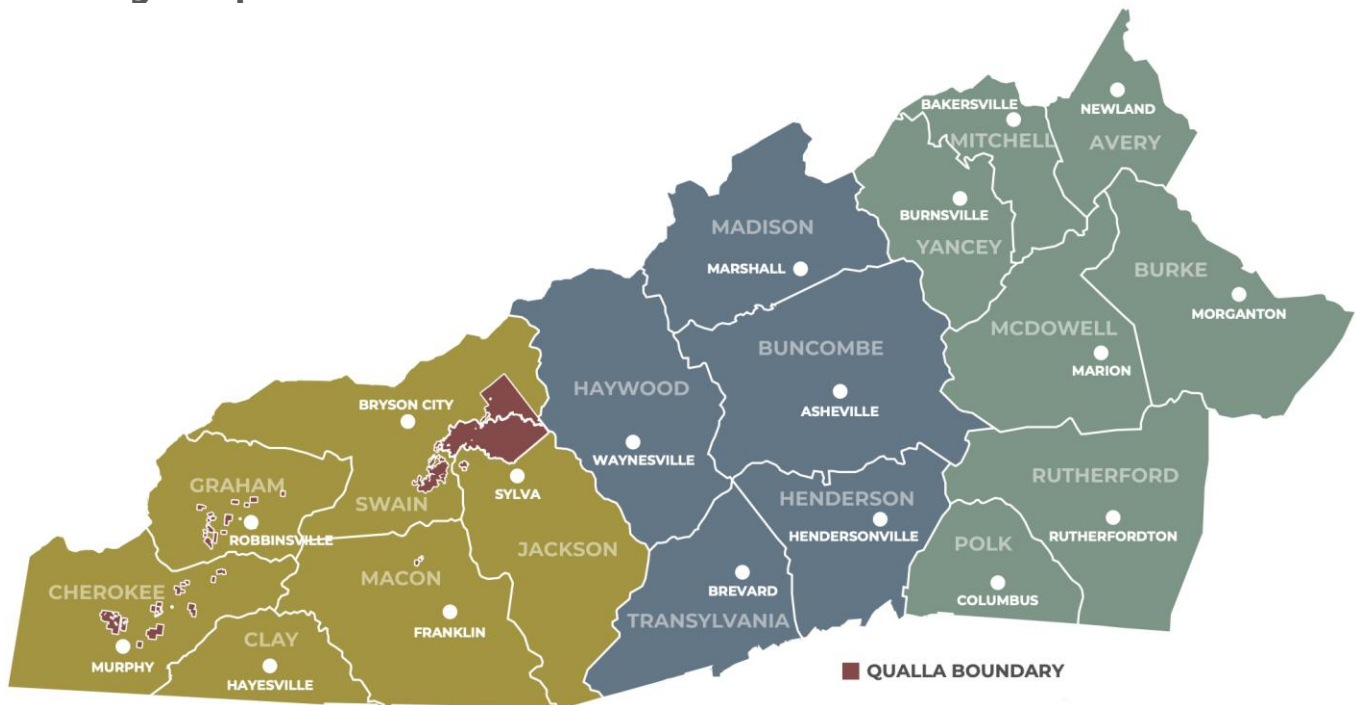
Goal:

- Reduce opioid overdose deaths by 40% in 2020
- Reduce substance use in minority populations
- Reduce substance use in teens

Strategies:

- Pilot program for free, home-delivered Naloxone
- Expansion of syringe exchange sites into multiple rural counties in WNC
- Expansion of Naloxone access and availability by filling short-term gaps in supply
- Expansion of medication-assisted treatment access to justice-involved and other uninsured populations
- Therapeutic adventure programming to build resiliency in youth
- Wraparound care for individuals of color in SUD recovery leaving incarceration

Coverage Map



For more information on Dogwood Health Trust, please visit: DogwoodHealthTrust.org

Position Summary

Reporting Relationships

Reporting to the Board of Directors, the Chief Executive Officer will be responsible for overseeing the daily operations of DHT and ensuring fiscal, operational, human resources, technology, communication and programming strategies that are effectively implemented across DHT and are properly aligned with its purpose and the Board’s vision.

Responsibilities

The successful Chief Executive Officer (CEO) candidate will firmly establish themselves in the community and be seen as the voice and face of DHT. This executive must develop personal and professional credibility, gain respect and build trust internally and externally. It is essential for this executive to embrace the organization's purpose and guiding principles, which are rooted in the building of strong, trusting relationships. The CEO must make certain that people throughout Western North Carolina are engaged in DHT's work.

Key Responsibilities Include:

- Play an active role in guiding the Board through a strategic planning process. While these strategies are developed and implemented, the CEO will play a critical role in establishing and the continual assessment of key metrics and measurable outcomes. The CEO will ensure that all key stakeholders understand the financial implications of supporting defined initiatives with a vetted process to determine appropriate levels of funding and support.
- Continue to build and oversee a strong senior management team that reflects the priorities of the organization and can develop actionable goals, strategies, and tactics. The CEO will be charged with guiding and integrating the team in order to deliver comprehensive and multi-faceted programs focused on the four priority areas.
- Serve as the senior steward of DHT resources while building upon the organizational infrastructure it will need to carry out its purpose. The CEO will be expected to forge and sustain DHT as a strategic, discerning and efficient grant-making organization known for its ability to identify needs and gaps in the region and to partner/collaborate effectively in order to drive significant, sustained and positive impact that changes lives. Execute management responsibilities and know how to work with and involve the Board in the strategic and fiduciary duties and be the steward of the boundaries between management and governance.
- Develop and maintain strong networking relationships with key stakeholders throughout Western North Carolina across all socio-cultural groups, either directly or through members of the board and senior staff. The CEO will know, or be ready, willing, and able to quickly understand these geographical areas through the use of strong networking skills.
- Leverage and partner with like-minded organizations that can maximize the impact of DHT throughout the region. Enable DHT to leverage its assets to better serve the region with knowledge and networks to improve health and healthcare. The CEO will build connections with other foundations locally and nationally that share the mission and purpose. The new leader will help identify strategic partnerships; with a range of philanthropic, nonprofit, government, private sector institutions, and opportunities to advance key strategic priorities..
- Continue to strengthen the DHT brand, building the organization's reputation as an advocate and thought leader, establishing a clear understanding of the organization's purpose and eliminating any public confusion over the beneficiaries of its efforts. The CEO will establish a sustainable organization that will serve as a model for other communities across the nation. DHT has the opportunity to create a success map for other organizations in other communities to emulate.

- Consistent with DHT’s purpose and mission, the CEO will support and enhance regional efforts to address poverty, employment barriers, improved health and quality of life across all socio-cultural groups.
- Create a spirit of hope, opportunity and stability for communities that are in transition or where jobs have been lost. The CEO will gain acceptance from the communities throughout the region based on authenticity, trust and results.
- Work with the Board and its Covenant Compliance Committee to assure DHT exercises its rights and fulfills its responsibilities regarding the sale of Mission Health assets to HCA Healthcare. The CEO will develop a working knowledge of both the Asset Purchase Agreement, including DHT’s role as Seller Representative and the organization’s relationships with the Independent Monitor regarding oversight of HCA, and of the Commitment Letter between DHT and the NC Attorney General to assure continued compliance with DHT’s contractual responsibilities.
- Provide oversight of DHT subsidiaries and liaise between such entities and the DHT Board. The CEO will become familiar with the purpose and function of Innovate WNC, LLC, of which DHT is the sole member and manager to advise and implement the decisions of the board regarding its operation. As the Director and Board Chair, the CEO will ensure the success of Impact Health, a NC nonprofit corporation serving as the state’s Healthy Opportunities Network Lead.
- The CEO will be responsible for maximizing the impact of DHT grant-making as well as the impact of other forms of activity the DHT undertakes.

Goals and Objectives

The following goals and objectives have been identified as priorities for the CEO of Dogwood Health Trust and will be seen as measures of success **within the first 12 months:**

- Learn the history, evolution and shared vision of DHT, immersing themselves in its journey, proactively reaching out to Board members, community stakeholders and other key influencers to listen, share ideas and build strong working relationships.
- Develop an understanding and appreciation for the culture, history and ethos of the various communities that make up the area served by DHT, including the social determinants of health that must be addressed in order to improve the health status of the region's population.
- Develop and begin implementation of a plan to better align the organizational culture and architecture with the strategic initiatives of the organization.
- Quickly become the external face of DHT across the community and to all key influencers, public officials and media; seek to participate in regional organizations and to reinforce the organization's purpose and identity wherever possible.

Candidate Qualifications

Education/Certification

- A bachelor's degree is required; a graduate degree in public health, business administration, healthcare administration, management or related field is highly desired.

Knowledge and Work Experience

The successful candidate will have:

- Knowledge and leadership experience in Western North Carolina. If the successful candidate is not located in the area now, should have ties to the region and an excellent reputation and be well known in the area.
- 10+ years of hands-on management experience leading an organization or business with full managerial oversight, P&L responsibility and responsibility for strategy and execution. Candidates from foundations, not-for-profit and for-profit environments will be considered.
- Proven understanding of the social determinants of health, population health assessment or one of the other three areas—economic opportunity, education and housing and an appreciation of emerging trends and opportunities; candidates with executive experience within human services, grant-making functions and related fields will also be considered.
- Demonstrated program development and delivery success; proven ability to quantify/validate program performance, remain within established budgets and discontinue unsustainable programs.
- Strong financial acumen, with considerable experience preparing an annual operating plan, forecasting, managing balance sheets, budgets, and financial controls, and mitigating risks.
- Effective talent management experience that includes mentoring, engaging and inspiring a team; must include strong communications skills, uncovering individuals' strengths and positioning them for success.
- A strong track record of building relationships with executives in social services agencies, the political arena, as well as educating, influencing and engaging C-suite leaders.
- Experience working with a board of directors in a relationship built on trust, transparency, mutual respect and principles of effective governance.

Candidate Attributes/Desired Personal Characteristics

- Authentic, humble; willing to listen and learn
- Compassionate; able to relate to people on a personal level
- A consensus builder; convener; values collaborative relationships and trust

- Experience working with and in diverse communities; multicultural awareness
- Values-driven; passionate about the organization's purpose
- Bold and courageous; prepared to drive transformational change
- Visionary and entrepreneurial; knows what is possible; brings ideas to life
- Analytical yet decisive; uses data to support decisions; enables others to see possibilities with facts
- Politically astute; seasoned; aware of optics surrounding decisions/actions
- Has a broad, national perspective on healthcare, education, economic opportunity or housing; familiarity with impactful players; brings valuable intellectual capital
- Knowledgeable of granting processes, techniques and requirements
- Financially savvy; able to manage investment strategies determined by the Board
- Warm, energetic; an optimistic spirit

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 94,589 according to 2020 census data. Asheville is located within North Carolina's Blue Ridge Mountains and is known for a vibrant arts scene and historic architecture. 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 our 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 the Qualla Boundary. This region of North Carolina includes the Appalachian Mountains, thus it is often known geographically 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.

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. 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.

Timeline

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

Paper presentation of qualified candidates to Search Committee: Mid-November

Round One interview dates: Early December

Round Two interview dates: Mid-December

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Procedure for Candidacy

Please direct all nominations and resumes to Julie Rosen and John Fazekas through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and select the "Become a Candidate" button. If you have trouble logging into the portal, please contact John Fazekas directly at jfazekas@wittkieffer.com.

The 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.

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