



Fenaroli & Associates



Health Forward
FOUNDATION

Executive Search Consulting Services for
Chief Administrative and Financial Officer





Leadership Profile

Chief Administrative and Financial Officer

THE CONTEXT

Health Forward Foundation is an independent public charity foundation whose mission is to use leadership, advocacy, and resources to eliminate barriers to health and promote quality health for the uninsured and underserved. Health Forward's service area encompasses Kansas City, Missouri, and Jackson, Cass, and Lafayette counties in Missouri, and Johnson, Wyandotte, and Allen counties in Kansas. The foundation is exempt from federal income tax under the provisions of section 501(c)(3) of the Internal Revenue Code and is classified as a supporting organization under section 509(a)(3).

Health Forward was created in 2003 with an original endowment of \$440 million from the sale of Health Midwest, a nonprofit hospital system, to Hospital Corporation of America, a for-profit hospital management company. The foundation is governed by a 23-member board of directors and is managed by a professional staff of 26 employees. As of June 2020, the approximate net market value of the foundation's investment portfolio was \$900 million. With nearly two decades of history, the foundation has invested more than \$317 million to improve health throughout its service area.

Through leadership, advocacy, and resources, Health Forward:

- Partners with organizations that are working in our [core areas](#) of safety net (physical and oral health), mental health, and healthy communities with current emphasis on healthy eating, active living, and the social influencers of health.
- Serves as an advocate on issues that impact people experiencing significant health injustices.
- Supports and builds strategic multi-level partnerships.
- Convenes and connects diverse community stakeholders.
- Amplifies health issues and health inequities that must be addressed to build an equitable culture of health.

Health Forward is committed to promoting and practicing diversity, equity, and inclusion in its programming, policy agenda, employment practices, personnel management, investments, vendor selection, and governance. Health Forward views equity as a fundamental element of social justice and integral to its mission of eliminating barriers to health and promoting quality health in our service area.

THE OPPORTUNITY

The Chief Administrative and Financial Officer (CAFO) will join the foundation during a period of transformation. Under the leadership of the President and CEO, the foundation and its board seek to become a national model for health equity through economic inclusion. This bold aspiration to affect the underlying conditions that pose barriers to health with the demographic the foundation serves and the health injustices they historically and currently experience makes clear the need to center racial equity — the condition in which one's racial identity has no influence on one's ability to thrive. [Learn more](#) about the organization's future direction.

With a central focus on the intersections of health, economic wellbeing, and racial equity the foundation is evolving its community investments to address the root causes of poor health by supporting and building the conditions which create health and cause communities to thrive.

In partnership with the President and CEO and Finance and Investment Committee of the board, the CAFO will apply visionary leadership to reimagine and diversify the foundation's investment methods, tools, capital partnerships, and guide expenditures within administrative and operational spending policies. The executive will also oversee and enhance the effectiveness of finance, accounting, investment, human resource, information technology, real estate/facilities, and operational and administrative practices. This newly combined finance and administrative role reports directly to the President and CEO, and has board of directors accountabilities.

THE RELATIONSHIPS

The Director reports to:	<ul style="list-style-type: none"> • President and CEO
The Director is one of six members of the leadership team which includes:	<ul style="list-style-type: none"> • Vice President of Strategy and Impact • Director of Community Investment and Impact • Director of Policy and Strategic Initiatives • Director of Communications • Chief Financial and Administrative Officer • President and CEO
The roles and partners reporting to the CAFO include:	<p>Full-time employed roles</p> <ul style="list-style-type: none"> • Director of Accounting • Events Management/Operations Coordinator • Administrative Assistant/Receptionist <p>Core business partners</p> <ul style="list-style-type: none"> • Investment Management Firm • Human Resources Consultant (outsourced HR) • Information Technology Consultant (outsourced IT) • General Counsel (outsourced and co-managed with President/CEO)
The Director stewards critical relationships with:	<ul style="list-style-type: none"> • Cross-functional leaders and teams within the Foundation • Board of Directors, specifically the Finance and Investment Committee and the Audit Committee • Investment Management Firm • Capital partners, e.g., peers within the regional and national philanthropic and funding communities, regional Community Development Financial Institutions (CDFIs), etc.

THE OUTCOMES WE SEEK

Ultimately, the CAFO will ensure Health Forward Foundation grows and manages net assets to relentlessly pursue equity for communities of focus throughout its service area; ensures operational and administrative excellence; and maintains good stewardship of the Foundation’s financial resources. Expected outcomes also include:

- **Stewardship:** The Foundation’s stewardship objectives achieve the greatest community impact while ensuring assets exist in perpetuity.
- **Financial Trust:** Foundation financial, accounting and investment practices and systems are effective as demonstrated by accurate, timely and meaningful reports and analysis, unqualified opinions on each annual audit, and sound policies/procedures for managing all investment, compensation, disbursement, and related functions.
- **Vision & Strategy:** Leadership, the Board of Directors, and its committees are continually assessing new opportunities to fulfill

the Foundation’s purpose and mission and are knowledgeable of emerging practices in endowment management, impact investing (e.g., mission related investments and program related investments), and non-traditional funding approaches.

- **Equity:** The Foundation is on the vanguard in diversifying assets under management among black and Latinx owned fund managers.
- **Talent Engagement:** Human resource and talent management practices comply with all legal requirements and result in a diverse and high-performing staff working in an environment reflecting the Foundation’s values.
- **Quality:** All financial and operational decisions, policies, and procedures are strategic, represent best practices, and position the Foundation as “best in class” in the philanthropic field.
- **Decision Making:** The President and CEO, Board of Directors, its committees, and leadership team have the critical information and data, along with the appropriate context, to support decision-making and long-term strategic planning.
- **Balance of Risk:** The Foundation takes smart and strategic risks, supported by the application of sound risk-and-reward analysis and frameworks.

EDUCATION AND EXPERIENCE

- Master’s degree in accounting or finance; CPA preferred.
- Minimum 15 years’ experience with at least five at the executive level; investment management experience required. Demonstrated knowledge of human resources law and practices and general understanding of information technology including network services preferred.

THE COMPENSATION

A competitive compensation package, commensurate with the experience level, credentials and personal characteristics of the candidate, will be offered. Health Forward Foundation also offers a best-in-class benefit package.

NON-DISCRIMINATION

Health Forward Foundation firmly supports the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, sexual orientation, creed, national origin, disability, veteran status, or any other protected category pursuant to applicable federal, state, or local law.

All qualified candidates with a passion for financial excellence who are passionate about the mission to deliver health equity in our community are encouraged to apply.



ABOUT FENAROLI & ASSOCIATES

Fenaroli & Associates is a boutique executive search consulting firm, serving clients across multiple industries nationwide. We are committed to ensuring clients see a diverse slate of candidates in the process of filling a range of roles, from Board positions to CEOs to C-suite executives across substantially all functions. For more information, visit fenaroliassociates.com.



Karen Fenaroli, Founder & CEO

913.232.6160 | kfenaroli@fenaroliassociates.com



Christine Murray, SVP, Managing Director

816.804.4661 | cmurray@fenaroliassociates.com

San Francisco

Chicago

Dallas

New York

Kansas City

