



**Senior Vice President, Chief Marketing
and Communications Officer**

Leadership Profile

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A decorative graphic consisting of numerous thin, overlapping, curved lines in a light blue/teal color. These lines originate from the left side of the page and flow towards the right, creating a sense of movement and depth. They are layered over a dark teal rectangular area at the bottom of the page.

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The Opportunity

CentraCare seeks an innovative, collaborative marketing and communications executive to serve as its next Senior Vice President, Chief Marketing and Communications Officer (CMCO). This is an exciting opportunity to develop and implement marketing and communications strategy in a rapidly growing health system committed to providing the best care to its community and developing the next generation of rural providers through a new, innovative partnership.

CentraCare is a \$1.85 billion integrated health system with more than 12,500 employees and providers, serving ten hospitals (one of which is under a management agreement) and 30 clinics across central and southwestern Minnesota. A physician-led organization with a large, employed physician population, CentraCare has enjoyed a long history of clinical excellence, a strong financial position, and significant market share in the communities it serves. It is well positioned to advance the organizational objectives and strategies for success outlined in the Quadruple Aim of Quality and Experience, Value, Community Health, and People.

In 2023, CentraCare and the University of Minnesota Medical School (UMMS) embarked on a new partnership to expand the University's medical school footprint to Central Minnesota for the purpose of training medical students to ultimately serve rural communities across the state. Development of the UMMS CentraCare Regional Campus—St. Cloud includes an investment in facility and construction, student housing, programs and services, research, residency programs, and scholarships. CentraCare is providing an existing facility that will house this new Medical School campus and is committed to providing ongoing operational support. The proposed medical school campus is a remedy for the looming physician shortage that is predicted to hit rural communities hardest.

Reporting directly to the Executive Vice President and Chief Operating Officer of CentraCare and President of St. Cloud Hospital, the CMCO has direct oversight and accountability for the development and implementation of CentraCare's marketing and communications strategy. The CMCO has a dotted line reporting relationship to the President and Chief Executive Officer of CentraCare, and they will be charged with assessing the current state of the function and optimizing the department to ensure proper alignment across the system. The CMCO will lead the execution of high quality, innovative marketing and communications strategies that improve internal employee communications, enhance engagement with patients and customers, and strengthen CentraCare's brand to the broader public. As a member of the Senior Executive Committee, it is vital that the CMCO partner closely with senior leaders across the health system to ensure proper connectivity with operations and identify greater synergies to address challenges related to areas such as employee engagement and external marketing. The CMCO must be an inclusive, equity-minded leader with the ability to connect with audiences of different backgrounds and experiences to improve reach and drive engagement, both internally and externally. This executive will also play a key role with the new medical school serving as the lead point of contact for all marketing and communications.

The CMCO will be a strategic thinker with broad functional experiences in the areas of communications, brand marketing, media and public relations, market research, market presence and positioning, strategies to support market growth, customer relations management (CRM), data driven marketing (DDM). The CMCO will be a data driven leader able to implement metrics and key performance indicators to track the performance of the function and measure engagement to assist in system-level decision making. The CMCO will be an executive with humility and respect. This essential leadership role requires a leader who is an outstanding communicator, patient-and-employee-centered, results-oriented, quality driven, responsive, and creative. CentraCare seeks a collaborative, mission-driven, strategic leader with senior level experience.

Organization Overview

CentraCare is a not-for-profit, integrated health system that provides comprehensive, high-quality care to people throughout central and southwestern Minnesota. The collaborative network includes several hospitals—including the flagship St. Cloud Hospital—as well as numerous clinics, long-term care facilities, outpatient surgery centers, home care, hospice, an urgent care center, and pharmacies. There are more than 12,500 employees and providers, and more than 1,000 volunteers.

The flagship, St. Cloud Hospital was started by the Sisters of the Order of St. Benedict in 1886. The Benedictine Sisters deeded all hospital property to the newly formed St. Cloud Hospital Corporation as a gift in 1964, and their healing mission has endured through the decades. The St. Cloud Hospital is now part of an expansive regional health system known for its caring, skilled professionals, and commitment to quality.

National recognition for outstanding care and workplace includes:

- Magnet® Award for Excellence in Nursing (five-time designee)
- Truven 100 Top Hospitals®
- *U.S. News & World Report*, "America's Best Hospitals"
 - CentraCare – St. Cloud Hospital ranks as High Performing in three adult specialties:
 - Cardiology & Heart Surgery
 - Pulmonology & Lung Surgery
 - Urology
 - St. Cloud Hospital also received strong ratings in the handling of 13 surgical procedures and chronic conditions.
- Beacon Awards for Excellence
 - Neonatal Intensive Care Unit (silver)
 - Intensive Care Unit (gold)
 - Medical Progressive Care Unit (silver)
 - Cardiac Intensive Care Unit (silver)
 - Telemetry (gold)
 - Cardiovascular Thoracic Unit (silver)
- *Minneapolis/St. Paul Business Journal* "Best Place to Work" large employer category (seven-time honoree)

CentraCare serves all who seek care with compassion, dignity, and respect, while seeking to enhance individual and community health.

What we are **focusing on.**



CentraCare and the University of Minnesota Medical School Partnership

In December 2023, the University of Minnesota Board of Regents officially approved the academic affiliation agreement between the University of Minnesota Medical School (UMMS) and CentraCare, to develop a new regional campus of the UMMS in St. Cloud. This marks the first expansion of the Medical School in more than 50 years, with locations currently in the Twin Cities, Duluth, and soon-to-be St. Cloud. The UMMS CentraCare regional campus in St. Cloud plans to welcome its first class of 24 medical students in the fall of 2025. With this important approval milestone achieved, the organizations begin the application process to the Liaison Committee on Medical Education (LCME). LCME is the accrediting body for all educational programs in the United States, leading to the M.D. degree.

Development of the UMMS CentraCare Regional Campus – St. Cloud includes an investment in facility and construction, student housing, programs and services, research, residency programs, and scholarships. CentraCare is providing an existing facility that will house this new Medical School campus and is committed to providing ongoing operational support. During their 2022-2023 session, the Minnesota State Legislature approved \$15 million in funding to begin this important work: \$5 million for design of the facility and \$10 million for support of the program. The CentraCare Foundation also kicked off a \$50 million community philanthropy campaign to support the endeavor.

This expansion addresses two critical and connected issues facing residents of Greater Minnesota; a growing shortage of physicians practicing in rural communities and a lack of access to vital healthcare for rural residents throughout the state. While 20% of the U.S. population live in rural communities, only 11% of physicians practice in such areas, and 4% of incoming medical students come from these communities. The St. Cloud-based medical school campus at CentraCare will focus on educating physicians across specialties, to address the unique health care needs of rural Minnesotans and immigrant populations.

This innovative partnership between UMMS and CentraCare brings together two organizations recognized for their healthcare excellence, specifically in rural medicine. UMMS has a national reputation for highly ranked primary care training, as well as a number four ranking for best family medicine programs. UMMS also has more than 50 years of experience preparing physicians for rural and indigenous patient practice. CentraCare has invested more than \$100 million to enhance rural health across the region, through its network of 10 hospitals and more than 30 clinics across Central, Southwest, and West-Central Minnesota. CentraCare's St. Cloud Hospital also has been named a 100 Top Hospital® by Truven Health Analytics 11 times, more than any other hospital in Minnesota. [Click here](#) to learn more about this exciting partnership.

CentraCare Key Organizational Entities

St. Cloud Hospital is a regional hospital with 489 licensed beds. As the largest health care facility in the region, St. Cloud Hospital offers a full spectrum of inpatient and outpatient services. From state-of-the-art care for heart disease and cancer to preventive health screenings, it has the technology and skilled professionals to meet the needs of the region.

St. Cloud Hospital has received Magnet recognition five times since 2004, one of only 43 hospitals worldwide to receive five Magnet designations. Magnet Recognition® from the American Nurses Credentialing Center is the highest and most prestigious distinction a health care organization can receive for nursing excellence and high-quality patient care.



CentraCare - St. Cloud Hospital

CentraCare Clinic consists of more than 360 physicians and more than 200 advanced practice providers who practice in 35 medical specialties and offer a variety of outreach services at 30 sites in 29 central Minnesota communities. CentraCare Clinic's largest location is the CentraCare Plaza, a state-of-the-art specialty care facility in beautiful natural surroundings in St. Cloud. There are nearly 1,500 employees within CentraCare Clinic.

CentraCare – Sauk Centre has a 25-bed critical access hospital and primary care clinic.

CentraCare – Melrose has a 25-bed critical access hospital and primary care clinic.

CentraCare – Monticello is a 25-bed critical access hospital and primary care clinic.

CentraCare – Long Prairie has a 25-bed critical access hospital and primary care clinic.

CentraCare – Paynesville has a 25-bed critical access hospital, a Level IV Trauma Center, and four primary care clinics.

CentraCare – Willmar has a 100-bed, Level III trauma hospital, four clinics, a cancer center, a sleep center, a rehabilitation center, and an outpatient surgery center (four ORs, two endoscopy rooms, and one procedure room).

CentraCare – Redwood Falls has a 25-bed critical access hospital and primary care clinic.

CentraCare – Benson has a 21-bed critical access hospital and primary care clinic.

CentraCare Foundation improves health and health care in central Minnesota by fostering and funding innovative, collaborative, and effective programs, services, research, and education.

CentraCare Pharmacy offers retail pharmacy services at three St. Cloud locations: St. Cloud Hospital, CentraCare Plaza, and CentraCare Clinic – Northway.

In addition, CentraCare has clinic and certain management (including EMR) agreements with other communities/hospitals, such as Meeker County Memorial Hospital (Litchfield, MN).

CentraCare provides some management and IT services, including EMR (Epic connect) to several other independent hospitals and clinics in the region.

CentraCare Culture and Purpose

Purpose Statement We hold a vision for all of us to live a healthy life. As a provider of care, employer to many, and a community Foundation, we encourage and inspire health and well-being. We also know there is a need for healing and comfort in every life, so at the heart of CentraCare is a commitment to the patients and families we serve in the communities we call home:

We're here for your whole life – to listen then serve, to guide and heal – because health means everything.

Each community we serve has historical roots. These roots share a purpose and leadership by caring people – sisters of faith, civic leaders, farmers, doctors, nurses and others. Then as now, our collective mission is to serve, providing expert health care that is close to home.

We Value:

Health and Well-Being: We share the knowledge and skills we possess so that people in our communities can live the healthiest lives possible.

Listening: We listen with our heads and hearts – to understand, diagnose, and comfort.

Expert Clinical Care and Collaboration: We strengthen the care we give through collaboration with one another and with those whom we serve.

Human Dignity: We treat people with kindness, respect, and acceptance. Healing touches the mind, body, and spirit.

Smart Stewardship: We vigorously exercise fiscal responsibility and continuous improvement to meet the demands of our mission and to thrive together.

Community and Relationships: We have served the people of this region for generations and will serve the many generations to come.

Culture Statement: A strong culture doesn't just happen. It's made possible when employees share a set of core beliefs, commit to supporting one another, and are supported by the organization to be their best self. This means that regardless of the role or position, employees feel comfortable sharing ideas, asking questions and supporting each other to provide the best care and experiences for our patients.

Every employee at CentraCare has the opportunity to experience Our Best Begins with Me through an experiential learning session at the start of their employment. And all employees get to experience the culture through innovative ways employees connect with one another through shared stories and inspiration, opportunities to collaborate, and access to resources that support their journey.

Position Summary

The CMCO provides leadership and direction for the core areas related to marketing and communications at CentraCare. Key areas of responsibility to include marketing and communication of CentraCare's purpose (mission, vision, and core values), image/brand, and culture, throughout the organization and the communities served. This role will ensure quality content and utilize state-of-the-art technologies in maximizing the reach and effectiveness of communications. This role will be responsible for media and public relations, market research, market presence and positioning, strategies to support market growth, customer relations management (CRM), data driven marketing (DDM), and delivery of content to support the goal of enhancing population health in the communities served.

The CMCO is responsible for working closely and cooperatively with the medical staff, community organizations, leadership, employees, and appropriate governance committees to advance their organizations' mission, vision, and core values. This executive will support and implement patient safety and other safety practices as appropriate. The CMCO will support and demonstrate Family Centered Care principles when interacting with patients and their families and with co-workers.

Reporting Relationships

The CMCO will report directly to the Executive Vice President, Chief Operating Officer and have a dotted line to the President and Chief Executive Officer. The CMCO has a team of two direct reports and a full team of approximately 30 staff.

Responsibilities

The successful Chief Marketing Officer candidate will:

- Serve as the organization's chief marketing and communications officer providing strategic counsel to the executive team throughout the organization.
- Serve as official spokesperson for CentraCare and its principal representative for formal and external communications, the public, and media relations.
- Direct and manage the flow of information to the media and to the community through an aggressive media relations program.
- Develop and implement a proactive strategic marketing, communications and public relations plan(s) for CentraCare that is supportive of CentraCare's strategic goals and objectives.
- Ensure consistent and effective messaging of the purpose (mission, vision, and core values), brand, and culture, throughout all entities to medical staff, and employees within the organization.
- Oversee organization-specific and inter-organization strategic planning relative to community/population health initiatives.
- Identify opportunities for shared community health initiatives and coordinate affiliations.
- Direct market research on behalf of CentraCare to guide the strategic marketing and communications plan as well as other key plans and strategies. Link market research and competitor intelligence to product and service planning.
- Direct ongoing brand development and strategies to support growth initiatives.
- Maintain knowledge of and applies technology-based methodologies to marketing and communication efforts. Maximize utilization of web-based tools to achieve organizational goals.

- Leverage data and metrics to assess, refine, and optimize marketing and communication activities.
- Direct utilization of DDM in marketing efforts, CRM, grow lifetime value of a patient (LVP), to enhance revenues.
- Build and optimize campaigns across multiple channels, including all digital channels (SEM/SEO, display, affiliate, social, email, etc.) and traditional media to maximize growth.
- Establish and manage marketing capital and operating budgets. Collaborate with regional hospitals, clinics, homecare, hospice, etc., and service line directors to set their respective marketing budgets. Integrate efforts to achieve maximum marketing synergy and efficiency.
- Establish and maintain positive relationships with key community groups and organizations.
- Prepare regular and special reports and project updates to the COO, CEO, advisory boards and the CentraCare Board of Director as appropriate.
- Serves as the primary contact for all marketing and communication functions for the University of Minnesota St. Cloud Regional Campus of the Medical School. Collaborates with external parties to ensure all marketing and communication needs are met for students, faculty, CentraCare medical staff, employees and the community.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position in the leaders first 18 to 24 months in the organization (not listed in any priority):

- Successfully integrate into CentraCare, becoming a respected and visible leader known for collaboration at all levels of the organization. It is essential for the CMCO to build strong relationships and demonstrate transparency, inclusiveness, responsiveness, exceptional values and judgement, and subject matter depth. This will require the new leader to be visible and engaged with the Board of Directors, executive leadership, marketing/communications leadership, physicians, and the broader employee base, as well as the community.
- Identify and implement initiatives to bring the CentraCare brand to life – helping all internal colleagues understand the direction and depth of the brand. The CMCO must strengthen internal employee communications across CentraCare.
- Lead the development and implementation of CentraCare's marketing and communications strategy. The CMCO must partner with leaders across the organization to develop long and short-term strategies to advance CentraCare's brand, internally and externally.
- Identify and advance marketing and communications efforts that ensure CentraCare achieves effectiveness. Assess, evaluate, lead and mentor the department in propelling visionary, strategic, creative, and effective strategies that are aligned with the health system's strategic goals and priorities.
- Implement metrics and key performance indicators to monitor and measure CentraCare's progress towards attaining brand awareness and growth goals.
- Strengthen cross functional/departmental relationships in areas such as operations, human resources, and finance to better position marketing and communications as a strategic partner and critical resource to various areas as they develop look to grow and develop programs and initiatives. The CMCO will create a service-oriented department and increase reputation within the organization to be viewed as a collaborative partner and advisor.

- Collaborate with leaders across the organization to identify ways in which marketing and communications can fully support and enhance their work, ensuring consistent look and messaging.
- Assist in providing thought leadership and guiding CentraCare's digital experience through the creation of strategies to drive consumer, staff, and clinician engagement.
- Utilize data analysis, market intelligence, and consumer insights as foundational elements in the creation and execution of all marketing and communication strategies and plans.
- Increase awareness and visibility by developing communication efforts targeted toward specific consumer markets with targeted messaging and consumer-centric programs.

Candidate Qualifications

Education/Certification

- Bachelor's degree in marketing, communications, or related degree required.
- Master's degree highly preferred.

Knowledge and Work Experience

- Minimum of ten years of experience in marketing and communications with at least five years of progressive senior leadership experience.
- Experience leading marketing and communications strategy multi-hospital system or integrated delivery system highly preferred.
- Demonstrated ability in setting a marketing and communications vision and strategy that is directly linked to the overall strategic goals of the organization and its entities.
- Proven success in coordinating and integrating institutional image and communications activities within a highly complex organizational structure. Comfortable working closely with senior executives and providing them with appropriate communications advice and counsel.
- Innovative and future-focused, yet analytical and metrics-driven, with a keen eye for detail and accuracy.
- Exceptional interpersonal skills with demonstrated leadership and teamwork abilities, specifically an ability to relate to employees at all levels of the organization.
- Superior communication skills, which incorporate effective listening, written, oral and presentation skills; a communication style that is open, proactive, consistent and fosters trust, credibility and understanding.
- Strong project management, negotiation, and organization skills.
- Extensive knowledge and familiarity with DDM, CRM, LVP, SEO/SEM, web 2.0/3.0, and mobile content delivery methodologies.

Leadership Skills and Competencies

- A track record of exceptional relationship building; a demonstrated ability and desire to interact with community and media representatives to establish credibility and build stronger ties.

- Highly organized and disciplined with a strong work ethic and sense of urgency. Demonstrates self-initiative and self-confidence, is highly intelligent, a quick study and is able to accept delegated responsibilities and initiate change. Deadline driven and results/goal-oriented.
- Highly creative and known for thinking “outside the box” and for generating multiple ideas.
- Known for integrity, flexibility, enthusiasm and energy.
- An effective leader and change agent who recognizes skills and abilities of key staff and can effectively direct others toward strategic priorities. At the same time, a willingness to “roll up the sleeves” and personally participate in getting the job done.
- Values the contribution of each individual to the process and understands that the product and buy-in is improved by the process.
- Possesses outstanding oral and written communication skills (including active listening); excellent presentation skills; and has a direct, honest and open style.

The Community

St. Cloud, Minnesota



St. Cloud, Minnesota is a vibrant community full of thriving businesses, robust arts and music scenes, and a wide variety of choices when it comes to entertainment, education and recreation.

With its downtown and college campus nestled on the banks of the Mississippi River, St. Cloud is approximately 70 miles northwest of the Twin Cities of Minneapolis and St. Paul. The city of St. Cloud reaches into three counties and serves as the county seat of Stearns County. Other cities which make up the immediate metro area are Sartell, Sauk Rapids and Waite Park. Quaint, family-friendly towns like St. Joseph and Cold Spring are roughly a 20-minute drive away. The area is home to nearly 200,000 people.

St. Cloud combines the benefits of city living with a small-town feel. It is an increasingly diverse regional center for commerce, arts, entertainment, education, and healthcare, with CentraCare as the area's largest employer. Located just over an hour northwest of the world-class arts, major league sports, entertainment, and shopping of Minneapolis-St. Paul, St. Cloud is also just a short walk or drive from the best of what Mother Nature has to offer, including rivers, lakes, parks, and trails.

Children have access to a great education in St. Cloud. There are seven major public-school districts within 30 miles of St. Cloud, along with many successful private and charter schools from which to choose. The community is also home to several institutions of higher learning. St. Cloud State University (SCSU) is one of the largest universities in the state, with over 10,000 students. It offers undergraduate through doctoral degrees, along with several strong athletic programs, including a top-ranked hockey team. St. John's University and the College of St. Benedict attract students from around the world to their beautiful campuses. Other important learning destinations include St. Cloud Community and Technical College, College of St. Scholastica, and Rasmussen College. St. Cloud enjoys a rich access to collegiate and national lectures, research, sports, and performing arts events.

St. Cloud is a thriving arts community, with countless live performances on stage (theatre, dance, comedy), as well as music, visual arts, literary, kids and family, and cultural activities in which to partake. The city hosts quarterly art crawls, a superb variety of music performers, and a weekly summer music festival called "Summertime by George!" (held at St. Cloud's Lake George) that is attended by thousands each week. The Paramount Center for the Arts includes a theatre, visual arts studio, exhibitions, and gift gallery. Children and adults of all ages participate in on-stage productions scheduled throughout the year, and art classes and summer camps welcome beginning students and experienced artists alike in a newly renovated studio for hands-on arts education. The new Ledge Amphitheater in nearby Waite Park brings national recording artists to an outdoor venue for citizens to enjoy the intersection of music and summertime.

Canoeing and kayaking the Mississippi River and Sauk River are popular among outdoor enthusiasts, and the expansive Quarry Park and Nature Preserve offers miles of hiking trails, bike paths, rock climbing piles, and granite swimming pools. Central Minnesota is home to numerous biking paths, including more than 60 miles of the

Lake Wobegon Regional Trail and the five-mile Beaver Island Trail along the Mississippi River. Munsinger and Clemens Gardens are two distinct but adjacent gardens on the banks of the Mississippi River that dazzle visitors from late spring through late fall. Additionally, there are a multitude of great golf courses and thousands of lakes in Minnesota for swimming, fishing, canoeing, kayaking, and waterskiing.

Dining options include small-plate eateries and all-American restaurants, as well as authentic Thai, Indian, Japanese, Mexican, and Greek cuisines. St. Cloud is also home to several local craft breweries, including Beaver Island Brewing Company, which took home two bronze medals in the 2018 U.S. Open Beer Championship and supports countless community-building initiatives in and around the city.

The city is comprised of several strong, core neighborhoods with residents actively involved in keeping the city safe and enjoyable. St. Cloud was named a "Most Family Friendly City" by Reader's Digest, a "Top Winter City" by Livability.com, a "Best Old-House Neighborhood" by This Old House Magazine, and a "Healthiest Hometown" by AARP. The state of Minnesota is ranked the "least stressed state" by personal finance website WalletHub, based on a methodology that evaluated work-related, money-related, family-related and health- and safety-related dimensions of stress.

To learn more about the St. Cloud area, please visit the following websites.

www.Greaterstcloud.com, www.stclouddowntown.com, www.aroundthecloud.org, www.paramountarts.org,
www.sctimes.com, www.stcloudareachamber.com



Procedure for Candidacy

Please direct all nominations and applications to Jim King, Keshia Harris, and Taeler Kaufmann through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com by selecting the "For Candidates" section along the top. For any additional questions, please contact Taeler Kaufmann directly preferably via email at tkaufmann@wittkieffer.com.

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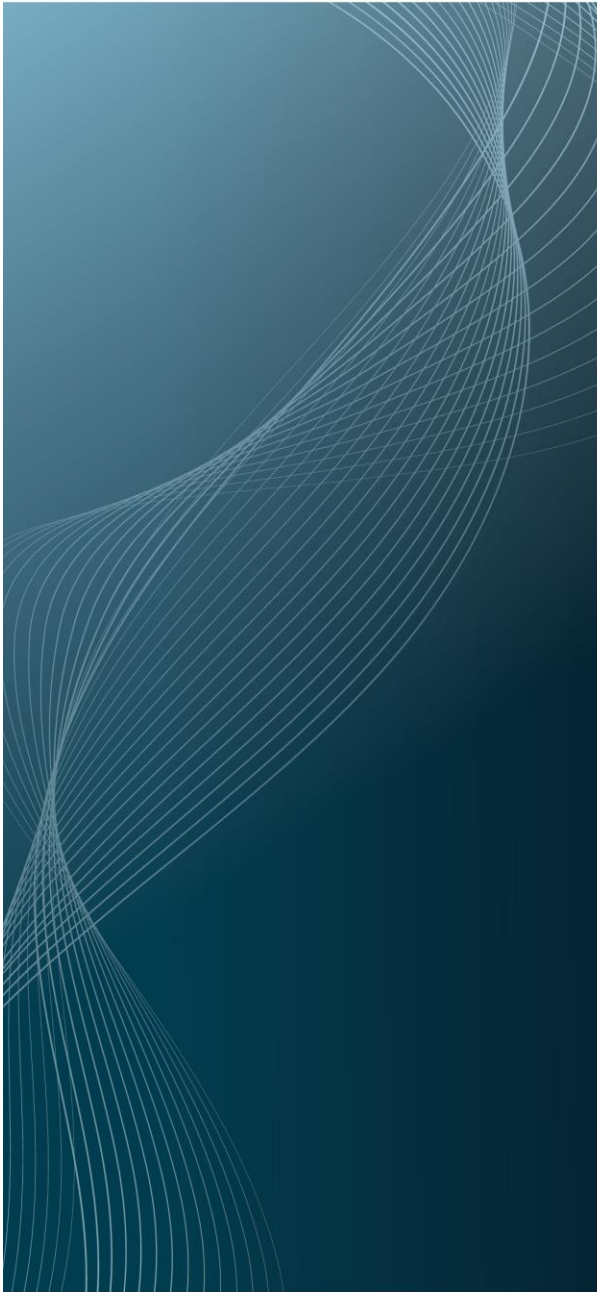
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CentraCare has made a commitment to diversity in its workforce. All individuals including, but not limited to, individuals with disabilities, are encouraged to apply. CentraCare is an EEO/AA employer.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from CentraCare documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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