



**President, Memorial and Joe DiMaggio
Children's Hospital Foundations**

Leadership Profile

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Prepared by: Mercedes Chacón Vance and Ashlee Winters Musser



WittKieffer

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The Opportunity

Memorial Healthcare System (MHS) (also known as the South Broward Hospital District), based in Hollywood, Florida, is seeking an experienced, innovative executive to serve as its next President of the Memorial and Joe DiMaggio Children's Hospital Foundations.

Memorial is a high-performing, independent teaching health system that has a longstanding reputation for high quality care, strong financial performance and an excellent medical staff. With \$3.1 billion in annual net revenue, MHS is a six-hospital, public special taxing district safety-net system providing the complete continuum of care to South Florida residents, including preventive services, physician services (primary and specialty), acute tertiary and quaternary hospital services, outpatient and other community-based services and long-term care services. While it remains a community-based system at its core, the organization has evolved to become an increasingly academic organization with numerous accredited residencies and fellowships and a growing research program. Among the hallmarks of MHS are its values and patient-centered culture where leaders are deeply invested in the success and mission of the organization. MHS's culture is one that places value on leaders who consistently demonstrate transparency, humility, respect, personal integrity, accessibility and visibility. The next President of the Foundations will be expected to model these core cultural characteristics as the organization adapts to the changing landscape.

Memorial Foundation was established in 1981 to provide philanthropic support to Memorial Healthcare System. Dedicated to supporting healthcare for the community served by Memorial Healthcare System, Memorial Foundation is the central agency through which charitable contributions are made. A volunteer Board of Directors, comprised of prominent business and community leaders and physicians, oversees all aspects of the Foundation's operations.

Reporting to Scott Wester, the President and Chief Executive Officer of Memorial Healthcare System, and the Foundation board, the Foundation President will be responsible for setting the vision, strategy and structure to successfully drive philanthropy, donor development and stewardship activities for all of MHS. This executive will drive revenue growth and mission impact for MHS through annual giving, major gifts, planned giving, corporate development and development of new and emerging market fundraising. The President will work in close partnership with the executive leadership team and the Foundation board to set organizational fundraising priorities. They will be responsible for managing an experienced and talented team and will be active in the community, working collaboratively with MHS stakeholders to build strong relationships in the region to raise awareness and visibility of the system.

MHS is seeking an experienced executive with a broad range of philanthropy success and strategic development planning to build upon those successes, ultimately propelling annual fundraising to create a best-in-class organization. The successful candidate will have a track record of accomplishments in creating an organizational culture of philanthropy, aligning philanthropy with organizational strategy and donor-base growth. MHS is open to individuals with broad philanthropic experiences within the traditional fundraising professions and in leaders that have significant experience raising capital, building strong relational skills and significant access to networks and communities that might have an interest in supporting a major health system with a pre-eminent children's hospital.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this profile.

Organization Overview

Mission

Heal the body, mind and spirit of those we touch.

Vision

To be a premier clinically integrated delivery system providing access to exceptional patient- and family-centered care, medical education, research and innovation for the benefit of the communities served.



Core Values and Guiding Principles

- **Excellence:** Strive to achieve the best in everything we do. Never stop learning and working to improve our skills, programs and services. Provide consistent quality and safety for patients and caregivers.
- **Integrity:** Inspiring trust through open communications and be consistent in doing what we say we will do.
- **Service:** Provide personalized, compassionate care to each person we are privileged to serve. No matter where in the organization we work, we remember always that caring for the individual patient and his/her family is at the heart of our mission. We use one of the best Medicare risk adjustment systems which enables us to determine the risk score of each patient. This way we know exactly what type of care the patient needs.
- **Innovation:** Seek new approaches to service and the delivery of care with vitality and enthusiasm. Empower employees to act in ways consistent with the vision.
- **Teamwork:** We recognize that we can only achieve our mission and vision by working together. We as servant leaders value those who work collaboratively to achieve organizational excellence and superior patient experiences.
- **Wisdom:** Integrating excellence with financial stewardship.

Memorial Healthcare System

MHS opened its first hospital in 1953 and since that time has been providing high-quality healthcare services to South Florida residents. Today, it is one of the largest public healthcare systems in the nation and is highly regarded for its exceptional patient and family-centered care. The organization provides an array of primary care, tertiary and quaternary services throughout its six acute care hospitals, medical group and care continuum, including:

- Memorial Regional Hospital
- Memorial Regional Hospital South
- Memorial Hospital West
- Memorial Hospital Miramar
- Memorial Hospital Pembroke
- Joe DiMaggio Children’s Hospital
- Memorial Manor Nursing Home
- Memorial Physician Group



In addition, the health system includes long-term care, urgent care centers and a variety of ancillary and outpatient healthcare facilities.

For Fiscal Year End 2023, the system had an average daily census of 1,503 including observation patients. There were 117,000 admissions, 614,000 outpatient visits and 405,000 ER visits. There were 45,000 surgeries, 30,000 of which were outpatient surgeries, and over 12,500 deliveries.

Based on gross revenue, MHS's payer mix is as follows:

Medicare (traditional and managed)	36.4%
Medicaid (traditional and managed)	19.1%
Commercial	36.0%
Self-Pay/Charity	4.7%
Other	3.9%

MHS is an increasingly academically oriented health system with a reputation as one of Florida's leading healthcare systems supported by a distinguished medical staff. Memorial Physician Group (MPG) employs over 400 physicians providing an array of specialty services. Additionally, over 2,700 contracted and community physicians work in the health system. A Clinically Integrated Network, Memorial Health Network, includes over 1,400 physicians, and a separate "super CIN" was jointly established by MHS and Holy Cross Hospital. Community Health Services, a network of eight clinics, provides primary care services throughout the region.

Building on its clinical mission and success, MHS has more recently embarked on both research and teaching missions, steadily gaining momentum in those areas. Today, the system has nearly 300 residents across 12 accredited residency programs (Anesthesiology, Emergency Medicine, General Surgery, Internal Medicine, Neurology, Obstetrics and Gynecology, Pediatrics, Pharmacy, Physical Medicine and Rehabilitation, Podiatry, Psychiatry and Urology). Additionally, the system has accredited fellowship programs in Cardiovascular Disease and Hematology and Medical Oncology. On the research front, MHS's Office of Human Research is a centralized research office which conducts over 160 open to accrual clinical trials and scholarly activity involving more than 120 physicians in 30 sub-specialties while bringing in \$2 million in revenue per year through grants and contracts. The research activities of the system help advance the build-out of service line centers of excellence, including Memorial Cancer Institute, Memorial Cardiac and Vascular Institute and Memorial Neurosciences Institute.

MHS utilizes the Epic electronic health record, both on the inpatient side and on the ambulatory side in MPG practices and Workday as the Enterprise Resource Planning (ERP) system.

MHS is governed by the South Broward Hospital District Board of Commissioners, appointed by the Governor of Florida. The Board of Commissioners is made up of seven members who serve for four-year terms. The board meets monthly. Although the hospital district is tax supported, the Commissioners are dedicated to maintaining a strong financial position that is exceptional in any healthcare sector – public, non-profit or for-profit. This position provides MHS the ability to contribute effectively to a healthy community at a minimum taxation level. MHS currently receives tax support through a millage rate of 0.0937 percent. The system generally uses 100 percent of the tax proceeds to pay the required matching funds for the Medicaid program, support community redevelopment agencies and pay for property appraiser and revenue collection fees. Tax dollars are rarely used to support operations.

MHS has enjoyed a long history of high-performing leaders, physicians and staff known for stability, collegiality and exceptional performance. MHS is financially strong and stable, with Aa3/AA ratings (Moody's and S&P, respectively) and annual net revenues exceeding \$2.9 billion per year. Its operating margin for FY2023 was 2.4% and is projected to exceed that number in FY2024 as the system continues to bounce back from the impact of COVID-19 on both revenues and costs. The system has over 17,000 employees, with exceptional employee engagement and non-union status.



Awards and Recognitions

MHS has been broadly recognized for its successes and its approach to patient care. The accolades include *Modern Healthcare* magazine's Best Places to Work in Healthcare, *Great Place to Work* Certified, *Florida Trend* magazine's Best Companies to Work for in Florida, 100 Top Hospitals, Consumer Choice Award, Best-Run Hospital, Best Nursing Staff, Best Pediatric Hospital and Best Maternity Hospital. The healthcare system was also honored by the American Hospital Association with the "Living the Vision" award, the "Foster G. McGaw" award—for which MHS was selected from among more than 5,000 hospitals as the national model for improving the health of the community—and was named a finalist in AHA's Quest for Quality recognition. In addition, the branding agency Monigle ranked MHS as one of the top 10 most trusted healthcare systems in the country.

Major System Entities

Memorial Regional Hospital is the flagship facility for the healthcare system and is one of the largest and highest-performing hospitals in Florida, with 655 inpatient beds, a 4-Star CMS rating and Leapfrog "A" designation. Memorial Regional Hospital offers extensive and diverse healthcare services that include Level I Trauma, Maternal/Fetal health services, Neurosciences and Neurosurgery, advanced Cardiac and Vascular services, Oncology services and Psychiatric services. The hospital has 19 operating rooms and 95,000 emergency department visits per year. It is a transplant center, providing established programs in heart and kidney transplant and a developing program in liver transplant.

Memorial Regional Hospital South is the home of Memorial Rehabilitation Institute and provides a wide

range of healthcare services to the South Florida region. With 280 beds (included under Memorial Regional Hospital's license) and 720 employees, Memorial Regional Hospital South offers

compassionate, collaborative care to patients and families.



Memorial Hospital West in Pembroke Pines is the second largest hospital in the health system. It opened in May 1992 with 100 beds to serve the growing population of western Broward. Today, the hospital has 486 beds and provides high-quality, patient- and family-centered care to one of the most populous counties in the nation.

Memorial Hospital Miramar is a 170-bed community hospital that opened in 2005. Currently serving the more than 120,000 residents of the City of Miramar, the hospital offers outstanding patient- and family-centered care.

Memorial Hospital Pembroke joined MHS in 1995, adding 301 licensed beds and a wide range of clinical expertise to the system. This fully accredited hospital's team of skilled health professionals offers high-quality services and technologies.

Joe DiMaggio Children's Hospital is one of the region's leading pediatric hospitals, offering a comprehensive scope of services and programs in a child-friendly atmosphere. The organization was established in 1992, has 226 beds (included under Memorial Regional Hospital's license), including a 37-bed pediatric emergency department (located at Memorial Regional Hospital) offering Level I Pediatric Trauma services. The hospital performs a variety of tertiary and quaternary specialty surgeries, including a busy heart transplant program and a kidney transplant program. Joe DiMaggio Children's Hospital has an active medical staff of over 700 physicians. More than 70 pediatric specialists are directly employed through Memorial Physician Group.



Memorial Manor Nursing Home Since 1989, Memorial Manor in Pembroke Pines has provided safe, compassionate and personalized care in a warm and inviting setting. This 120-bed nursing home offers individualized attention and treatment to help meet each resident's needs. Memorial Manor has been consistently recognized for its excellent service, the commitment of its staff and the superior care they offer.

Memorial Physician Group was established in the 1980s and began as a small group of dedicated physicians that has grown consistently into the robust multispecialty group that exists today. With more than 400 physicians and 150 mid-level providers across 46 specialties and subspecialties, MPG is now one of South Florida's largest and most prominent medical groups.

The group is led by a Chief Physician Executive ([Dr. Aharon Sareli](#)) and a Physician Group Leadership Council comprised of the chiefs from the major specialties in the medical group.

Affiliated Entities

- **Memorial Foundation** was established in 1981 to provide philanthropic support to MHS. Dedicated to supporting healthcare for the community served by MHS, the Foundation is the central agency through which charitable contributions are made. The Foundation is led by a President and a volunteer Board of Directors, comprised of prominent business and community leaders and physicians, which oversees all aspects of the Foundation's operations.
- **Joe DiMaggio Children's Hospital Foundation** is a separate 501(c)(3) philanthropic foundation which is dedicated to raising funds specifically to benefit children's healthcare. The organization shares a board and executive leadership team with the Memorial Foundation. Together, the two foundations raise between \$20 and \$25 million per year.
- **Memorial Health Network**, a Clinically Integrated Network that includes 1,100 physicians, and a separate "super CIN" was jointly established by MHS and Holy Cross Hospital. Community Health Services, a network of eight clinics, provides primary care services throughout the region.
- **Florida Community Health Network** is an investment company established by the Memorial Foundation in furtherance of the Foundation's mission to support programs and initiatives for MHS.

- **South Florida Community Care Network d/b/a Community Care Plan (CCP)** is a provider service network that is jointly owned by MHS and Broward Health. CCP covers individuals and families who are eligible to participate in Medicaid, Florida Health Kids and commercial, self-insured employee health plans.

Position Summary

Memorial Healthcare System is seeking a tested and experienced leader who brings a strong fundraising background, including eight or more years of senior leadership experience overseeing and/or leading philanthropy efforts within a similar organization/institution. The role requires a transformational leader and expert facilitator who can motivate and engage diverse stakeholders to action and drive philanthropy initiatives to close. The President will need to possess exceptional relational and team-building skills to work effectively externally as well as across disciplines, departments and institutes internally. We seek a highly collaborative leader who can work with, and influence, a broad stakeholder community. Success in this role will require the President to gain broad support and success will be as much about engaging and driving in peer collaboration and teamwork, as it will be about building and leading a team. The incumbent should have demonstrated success in working with a broad and diverse donor community.

Key success factors for this role include the ability to develop and evolve revenue generation opportunities, create actionable strategies to drive growth, diversify revenue streams, manage teams and assess talent.

The preferred candidate is a strategic thinker with excellent leadership skills and is a proven leader of businesses and people. They will have a demonstrated track record of conceptualizing and launching new products and services while consistently delivering positive revenue results through an effective performance-driven culture. This executive will have the experience and ability to evaluate business challenges and opportunities as well as develop a successful strategy and plan. Ideal candidates are metrics and data-driven in their approach to managing the business, hold teams accountable and adjust swiftly when appropriate.

Transformational experience is crucial; managing the evolution of a revenue model is required. This is a highly visible, fast-paced position that is internally and externally facing. Strong relationship-building skills are critical. The successful candidate is adaptable, able to reprioritize and shift gears quickly and comfortable in a fast-paced, results-focused environment.

Additional qualifications include the following:

- A minimum of 15 or more years of experience in the field of fundraising and revenue generation; experience and track record of fundraising success, including closing 7-figure plus gifts.
- Experience designing, managing and executing on capital campaigns with demonstrated success in overseeing large-scale initiatives involving significant dollar amounts, implications and many diverse stakeholder groups.
- Extensive experience working with volunteers.

- Proven leadership and team building skills with the ability to build consensus, rally support around common goals, motivate groups and individuals, as well as effectively monitor and develop the abilities of direct reports.
- Proven negotiation and mediation skills with the ability to overcome obstacles and foster harmonious relations.
- Strong project management skills with the ability to interpret, adapt and react calmly under stressful conditions to manage tight deadlines.
- Comprehensive management skills and experience, including, but not limited, to short- and long-term strategic planning; translating broad goals into achievable steps; and evaluating, directing and motivating staff.
- Demonstrated experience in developing, managing and implementing a comprehensive fundraising development strategy utilizing innovative and forward-thinking concepts.
- Knowledge and prior fundraising experience to bring best practices to Memorial Healthcare System in processes and programs related to philanthropy, ethics, motivations for giving and volunteering, research and cultivation practices; standard fundraising techniques including face-to-face solicitation, cause marketing, special events and direct mail; and development office operations including gift processing, prospect and donor histories and fundraising reporting.
- Experience in actualizing vision and strategy.
- Proven initiative and a team player.
- Success in handling detailed, complex concepts and problems and making rapid decisions regarding management and development issues.
- A Bachelor's degree is required; Master's degree is strongly preferred.

Leadership Skills and Competencies

- An innovative spirit, inspiring the organization to passionately commit to performance excellence and a total commitment to patient safety and quality. When situations call for it, the President will be bold, demonstrating courage and willingness to take calculated risks when confronted with adversity, while providing the stability needed to encourage similar behaviors in others.
- A demonstrated ability to counsel, collaborate, negotiate and manage complex relationships and influences within and across the organization; inspire and build confidence in others; create alliances; obtain support and respect from diverse groups; and foster an understanding and commitment to MHS's mission, vision and performance.
- Aptitude to work and be successful in a complex, dynamic environment. An individual with high energy and intellectual capacity, capable of absorbing multiple inputs on multiple issues simultaneously.

- Exceptional interpersonal and relationship management skills that build strong teamwork and effective, collaborative and productive working relationships and partnerships.
- The highest degree of personal and professional integrity in all interactions and decision-making; a strong, values-driven moral compass. The President will treat all people with dignity and respect and is fundamentally trusting and trustworthy. The President will have shown an unwavering commitment to placing the needs of the organization above their own.
- Consistently achieves desired results, even under challenging circumstances. The President will lead and drive high performance (financial operations, quality/safety, satisfaction, etc.), change and innovation through people and accountability structures.
- Strong strategic decision-making capability with a proven ability to understand and quantify the inherent risks and the implications of decisions on all constituents.
- Believes in and consistently models exceptional patient-centered care, teamwork and excellence – a leader who is naturally driven by being of service to the staff, the organization and the communities it serves.

Opportunities and Expectation for Leadership

The following is a set of expectations to which the successful candidate's performance will be evaluated during the first few years of their tenure.

Create new fundraising pathways/opportunities

MHS has had great success in their fundraising efforts, and the new President will have the opportunity to build on this success and will need to review and analyze both existing and historical philanthropic channels and approaches. This leader will look for new, innovative ways to raise money in the community, and across the region, identifying how to create the next generation of philanthropists and brand ambassadors.

MHS hopes to launch a comprehensive fundraising campaign in the near future. The system is close to finalizing its strategic plan, with this MHS has established a solid foundation and infrastructure from which to launch this campaign. It will be important for success that the President build a fundraising plan to support key upcoming strategic objectives, strengthening the donor pipeline while simultaneously raising major and principal gifts for immediate priorities while also working closely with the MHS CEO Scott Wester and the Foundation board to engage the community, optimizing their contributions to relationship building and fundraising.

Cultivate relationships and partnerships

The President will work collaboratively with the board, and MHS CEO and team to cultivate existing relationships – internally and externally; identify ways to create win-win scenarios for community partners, philanthropists, family foundations, business partners and volunteers; utilize the board's time and relationships to optimize the opportunities for

philanthropic support; and amplify the work of the institutional advancement team by activating these key decision makers to make “the ask” in order to facilitate setting up “the meeting” and to support (actively or passively) the request for support.

Inspire fundraising team

The President will continue to build a culture of achievement and high-performance while building, mentoring and coaching leaders and staff alike. This leader will add to this high-functioning, collaborative, fundraising operation through open and honest communication, high performance standards and leadership by example. The President will work collaboratively with the clinical and administrative leaders to identify fundraising and other external relations priorities. The President will manage and advance a portfolio of prospects and will build strong trusting relationships with current leadership gift donors and prospects while continually identifying new prospects for cultivation. This will be a leader who inspires their entire team. It will be important for the President to work closely with many influential board members who have demonstrated their commitment to the system through significant personal gifts as well as their efforts to reach out to others for support. It will also be important that the new President works collaboratively and in partnership with physicians and leadership to look at expanding grateful patient prospects.

Continue to build a culture of philanthropy

A large part of the development of an overall fundraising strategy will be to continue to build a culture of understanding that philanthropy is essential and should be part of the MHS's tradition that is led by leadership and staff. This will take several forms. A primary role of the President and team will be to serve as brand ambassadors and spokespeople for the inspiring and important work that is being done at MHS and JDCH with external stakeholders and potential fundraising partners. In addition, the President should be indefatigable in creating and seizing opportunities to connect stakeholders to MHS and share with them the breadth, depth, mission, values and importance of impact on patients and families. The system staff and volunteers are committed to providing opportunities through philanthropy to give hope to patients and their families.

Develop and retain talent

Respect the legacy and history of this great organization that means so much to the community, while working to enhance the capabilities of the Foundation team. This may require re-tooling and challenging existing team members. Seek opportunities to enhance the team through formal and informal training and development efforts that offer practical and tangible benefits to MHS to position the Foundation team as high performing, trusted brand ambassadors. Keep a constant pulse on succession planning, hiring top talent and developing existing talent always.

The Community

Hollywood

Hollywood is a city in Broward County, Florida, located between Fort Lauderdale and Miami. Founded in 1925, the city grew rapidly in the 1950s and 1960s, and is now the 12th largest city in Florida. Hollywood is a principal city of the South Florida metropolitan area, with a population of approximately 150,000 people.

Hollywood is known for its beautiful stretch of beach and boardwalk. The area also boasts 60 parks, seven golf courses and as the gateway to the Everglades, it offers many recreational activities.

There is also unique shopping, beachfront restaurants and bars, in addition to yearlong activities and live music. Historic Downtown Hollywood is a growing arts and culture hub that includes grand murals, art installments, galleries and the unique ArtsPark at Young Circle, which hosts weekly activities for families, foodies, art enthusiasts, locals and visitors alike.

Fort Lauderdale

Fort Lauderdale is home to more than 160,000 residents and is the largest of Broward County's 31 municipalities. Surrounded by the Atlantic Ocean, New River and scenic inland waterways, it resides in a beautiful setting within one of the most vital regions of the U.S.

A strong economic climate is helping the City of Fort Lauderdale establish itself as a world-class international business center and a desirable location for new, expanding or relocating businesses. Once known strictly as a tourism-based economy, Fort Lauderdale now supports a diverse range of industries, including marine, manufacturing, finance, insurance, real estate, high technology, avionics/aerospace and film and television production.

Fort Lauderdale also offers an outstanding quality of life, highlighted by a semi-tropical climate and an array of cultural, entertainment and educational amenities. The picturesque Riverwalk serves as the cornerstone of the city's arts, science, cultural and historic district which features the Broward Center for the Performing Arts, Museum of Discovery and Science, Museum of Art and Old Fort Lauderdale Village and Museum. Las Olas Boulevard has gained international acclaim as Fort Lauderdale's centerpiece of fashion, fine dining and entertainment.

Broward County

Broward County, also known as the Greater Fort Lauderdale area, is the center of South Florida's Miami-Fort Lauderdale-West Palm Beach metropolitan statistical area. Once heavily reliant on tourism and the very large marine industry, Broward County's economy is now diverse and based on many small and medium businesses. Several large companies are based in the Fort Lauderdale area, including AutoNation USA, Citrix Systems, DHL Express, Spirit Airlines and National Beverage Corp. Due to its proximity to Miami, Fort Lauderdale is emerging as a location for Latin American headquarters for companies such as Microsoft.

Broward County Public Schools (BCPS) is the sixth largest school district in the nation and the second largest in the state of Florida. BCPS proudly offers nearly 170 magnet and innovative programs at schools across the district. In terms of higher education, South Florida offers many notable universities, including Florida Atlantic University, which offers coursework to nearly 5,000 students in 30 degree programs and is home to the Florida Center for Environmental Studies, leading the university's Everglades research and restoration efforts.

For additional information, consult the following websites:

<http://www.floridashollywood.org/>

<http://hollywoodchamber.org/>

<http://www.fortlauderdale.gov/>

<https://www.sunny.org/>

Procedure for Candidacy

Memorial Healthcare System has retained WittKieffer to assist with this search. Applications, nominations and inquiries by phone or email at (678) 302-1571, awinters@wittkieffer.com.

It is important to note that under Florida's Sunshine Laws, Public Records Law, Florida Statute chapter 119, all expressions of interest, applications and materials are discoverable and available for public review upon request. This includes e-mail addresses. If you do not want your e-mail address released in response to a public records request, do not send electronic mail. Instead, contact this office by phone as above. Otherwise, any materials you send are discoverable in answer to a public records request.

The Memorial Healthcare System 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.