



GROUP HEALTH FOUNDATION

President and Chief Executive Officer

Seattle, Washington

EXECUTIVE SUMMARY

Group Health Foundation, a new, groundbreaking 501(c)(4) philanthropic organization committed to shaping and advancing the work of improving health and health equity in the State of Washington, seeks a **President and Chief Executive Officer (CEO)**. With an unwavering commitment to equity, Group Health Foundation's approach to philanthropy will recognize the expertise and wisdom that communities bring and the importance of the social determinants of health in identifying solutions that will foster healthy communities throughout the rural, urban, and politically and culturally diverse landscape of Washington state.

This moment of opportunity requires an inspirational leader with an exceptional combination of qualities, skills, and experiences: a passion for and demonstrated commitment to equity and inclusion, a sophisticated understanding of executive leadership in an entrepreneurial setting, a vision for the role philanthropy can play in systems change, and proven success convening a broad set of communities to authentically and effectively inform strategy and achievable measures of impact.

Fueled by Group Health Cooperative's legacy and over \$1.7 billion in funds resulting from the acquisition of the Cooperative by Kaiser Permanente, this new health foundation has a remarkable opportunity to transform health policies and practices that advance community aspirations for a vibrant and healthy future.

Group Health Foundation's first successful step was the thoughtful planning and recruitment of a strong and diverse Board of Directors who bring deep content expertise and provide a rich set of perspectives in community and organizational leadership. This highly engaged and committed board seeks to create an innovative and impactful vision and strategy in partnership with the new CEO.

The new CEO will work with the Board of Directors to further articulate the Foundation's strategic direction, continue to build the leadership team, and launch the Foundation's community engagement work across the state during the first year of their tenure. The CEO will lead with the organization's values and will forge strong and trusting relationships with communities and stakeholders to help guide the development and execution of the future programming strategy. The CEO will have the unique opportunity to leverage a philanthropic, policy, and advocacy agenda that positions the Foundation to become a powerful catalyst for positive and systemic change.

This search is being conducted by Katherine Jacobs, Allison Kupfer Poteet, Carolyn Ho, and Makeba Greene of the national search firm, [NPAG](#).



ORGANIZATIONAL OVERVIEW

HISTORY AND ORIGINS

Founded in 1946 as a radical alternative to traditional medical care, Group Health Cooperative's vision was bold: create a health system grounded in the principles of social justice and provide affordable, preventive, person-centered health care. Through collaboration, innovation, and by engaging the voices of its members, Group Health Cooperative sought to create a better way to promote the health and well-being of the individuals and families it served. After the early 2017 acquisition of Group Health Cooperative by Kaiser Permanente, this spirit became the cornerstone of the new **Group Health Foundation**, a **501(c)(4) nonprofit** organization established as a health legacy foundation with over \$1.7 billion to commit toward advancing health equity. As the newest major foundation committed to serving Washington state, Group Health Foundation seeks to tackle complex and challenging health issues and is eager to explore innovative approaches in partnership with others.

From the earliest planning stages, the Foundation has sought to be intentional in its approach and values-orientation, honoring the Cooperative's legacy while embracing this unique opportunity for innovation. This has included the recruitment of a Board of Directors that represents broad diversity in Washington state, as well as content expertise in public health, medicine, philanthropy, equity, organizational leadership, systems change, and community engagement.

The original, long-standing Group Health Foundation, a 501(c)(3) nonprofit organization founded in 1983 to support Group Health Cooperative, is now a subsidiary of the new Group Health Foundation. The \$24 million in assets of the 501(c)(3) consist mostly of donor-advised funds. A smaller, separate board governs the 501(c)(3) foundation, and the CEO leads both entities.

MISSION AND GUIDING VALUES

Group Health Foundation's mission is to shape and accelerate efforts to improve health equity and to advance community aspirations for a vibrant, healthy future in Washington and beyond. The Foundation holds equity as its core value and is committed to creating and supporting conditions where people of all communities, especially those experiencing social and economic injustice, can participate, prosper, and reach their full potential. The Foundation is committed to deepening its shared understanding of equity, and will insist on a wide range of perspectives to inform its ongoing exploration. Cultivating a diverse, inclusive team of board members, staff, and partners is an essential component of this work.

Equity as the "north star" will guide the ongoing development of the Foundation's structure, partnerships, engagement, communication, strategy design, management, grantmaking, and ongoing refinement. Group Health Foundation will uphold the following additional and complementary values:

Learning. The Foundation is committed to being a learning organization—one that is open to ongoing discovery and dedicated to sharing knowledge from its successes and setbacks. The Foundation will ground its efforts in both research and community wisdom. The Foundation believes that communities know what they need to improve health, and will engage community members in meaningful ways to prioritize, design, and support collective approaches.



Partnership. The Foundation will build relationships with people and partners across the state—community groups, nonprofits, foundations, academic and research institutions, businesses, tribes, government agencies, and others—to identify effective solutions-based approaches to community health challenges. The Foundation will support and enhance, not duplicate or replace, what is working.

Commitment. Addressing health inequities will require a long-term perspective, and the Foundation is committed for the duration. The Foundation will embrace complexity and be diligent in long-term planning and strategy development.

Courage. The Foundation aspires to be a force for good and is unafraid of embracing risk. The Foundation will pursue big goals that require bold, creative, and sometimes unconventional strategies.

Accountability. The Foundation is responsible to communities across the state and open to hearing difficult feedback. The Foundation will measure its efforts and impact, and be transparent about its progress and challenges.

These values and the Foundation's health equity lens will guide the development of norms for both partnerships and community engagement.

OPPORTUNITIES AND CHALLENGES FACING THE NEW CEO

The early stage of the Foundation offers both extraordinary opportunity and exciting challenges for the incoming CEO. The current Acting CEO is establishing the essential infrastructure for operations in preparation for the CEO's transition and recruitment of additional staff. The Board of Directors is active in its learning and visioning stages and is excited to partner with the new CEO in a broader process of listening and engaging with communities across the state, as it articulates and refines a strategic direction for programming. In the first 12-18 months, the new CEO will provide:

Vision and Leadership

Working collaboratively with the Board of Directors, the new CEO will develop and articulate a shared vision, a community-informed strategy, and a programmatic, advocacy and policy agenda, that incorporate and reflect the Foundation's values. The CEO will hold equity as the Foundation's core organizing value and will help shape a health equity strategy that will accelerate efforts to improve health and advance community aspirations for a vibrant, healthy future across the richness of geographies and cultures in Washington state.

Community Engagement

The CEO will lead engagement with community organizations, cross-sector partners, communities impacted by health disparities, and peer institutions improving health and health equity throughout Washington state. The CEO will ensure the Foundation is listening and learning with authenticity, and establishing effective lines of communication that will help build a culture of trust, mutual accountability, and continuous improvement in the Foundation's work. The CEO will seek to engage across urban and rural geographies and the broad cultural and political spectrum in Washington.



Learning and Strategic Partnerships

The CEO will identify peer institutions and organizations with aligned values and missions, locally and nationally, engaging with them to learn from their past efforts and to identify areas where the Foundation can be most impactful in supporting shared goals. The CEO will seek to identify opportunities for partnerships and program alignment with a wide variety of organizations that further the Foundation's commitment to the advancement of health and health equity.

Representation, Policy, and Advocacy

The new CEO will effectively represent the Foundation to the public, the press, policy makers, cross-sector leaders, and other key stakeholders in a way that brings to life the values, vision, and goals of the Foundation and also makes clear the Foundation's intention to listen, learn, and collaborate. The CEO will seek to articulate and advance the Foundation's policy agenda and advocacy efforts, build bridges to diverse constituencies (politically and geographically), and engage with the board to deepen the Foundation's shared understanding of the power and potential impact of its 501(c)(4) status. The CEO will seek opportunities to engage both locally and nationally in policy discussions and advocacy initiatives that will advance the foundation's goals and mission.

Management and Team Building

The CEO will develop and manage a talent strategy and operational growth plan for the Foundation that ensures the recruitment and retention of a team of diverse, high-performing professionals who represent and bring to life the values and equity-centered vision of the Foundation through their work. The CEO will build upon the Acting CEO's strong initial work in establishing internal systems and operations and will provide vision and direction for building and nurturing the Foundation's senior team.

Board Development and Governance

The new CEO will build a strong partnership with the Board of Directors and will work to continue to solidify the values-based, high-performance culture expected of Foundation. The CEO will engage board members as thought partners and key advisors, effectively leveraging their diverse backgrounds, perspectives, and experiences in the co-creation of a vision and strategy. The CEO will establish effective and synergistic roles with the Board and will balance the need for thoughtful board-level processes with the urgency for action and progress.

CANDIDATE QUALIFICATIONS

While no one candidate will possess all of the qualifications listed below, we expect that the selected candidate will embody many of the following professional and personal abilities, attributes, and experiences:

- Demonstrated track record of executive experience and leadership in health, philanthropy, social justice, or a related field.
- A deep and sustained passion for and commitment to equity and inclusion; proven ability to apply a strong equity lens to all levels of an organization's work.
- Evidence of success in entrepreneurial settings; comfort balancing the opportunity and ambiguity that is emblematic of an early stage organization.



- Well-established credibility and effectiveness in engaging diverse communities; an authentic and sophisticated understanding of structural inequality and systemic racism, with an analysis of how that impacts health equity today.
- Experience building and leading a high-functioning, diverse team; management savvy to develop a senior team that balances and effectively supports the CEO's skill set; commitment to fostering an internal team culture that reflects the Foundation's core values.
- Proven expertise working in partnership with others to translate a vision into clearly defined priorities and results; comfort working through iterative design to drive clarity and measure impact.
- A sophisticated view of policy change as an effective lever to advancing health and health equity; a vision for and experience with the impact a 501(c)(4) designation affords a philanthropic entity.
- Strong convening skills and an authentic interest in listening to and learning from others; ability to establish trust with a diverse set of stakeholders; a commitment to honoring and elevating community expertise and wisdom.
- Willingness to take bold action or risks when required; courage to move in a challenging direction when it is the right or just action.
- High emotional intelligence; the ability to effectively command the spotlight combined with the wisdom to know when to strategically direct it elsewhere and share leadership;
- Effective communication skills and a compelling personal presence that reflects and embodies the Foundation's mission and values.
- Demonstrated organizational, financial, and operational management expertise applicable to Group Health Foundation's asset size and mission.
- Humility, the highest integrity, and diplomacy skills.
- A healthy sense of humor and appreciation for the creativity, fun, and inspiration that can accompany work in a mission-focused and entrepreneurial environment.
- Ability and willingness to travel and be present across the state, and the flexibility and sensitivity to work effectively in a wide variety of geographic, political, and cultural settings.
- Advanced degree preferred or equivalent lived experience and deep intellectual curiosity that is aligned with the Foundation's approach and values.

TO APPLY

This search is being conducted by Katherine Jacobs, Allison Kupfer Poteet, Carolyn Ho, and Makeba Greene of the national search firm, [NPAG](#). Nominations, inquiries, and/or applications, including a cover letter describing your interest and qualifications and your resume (in Word or PDF format), should be submitted to: GHF-CEO@nonprofitprofessionals.com.

More information about Group Health Foundation can be found at grouphealthfoundation.org.

Cultivating a diverse and inclusive team of board members, staff members, and partners is an essential component of Group Health Foundation's work to advance equity. Candidates of all backgrounds are strongly encouraged to apply.