



**Children's
Miracle Network
Hospitals®**

Chief Executive Officer

Leadership Profile

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The Opportunity

Children's Miracle Network Hospitals (CMNH), headquartered in Salt Lake City, Utah, seeks an innovative, collaborative, mission-driven leader with exceptional interpersonal skills to serve as its next Chief Executive Officer (CEO).

CMNH is a non-profit organization that raises unrestricted funds and awareness for 170 network hospitals across the United States and Canada. Since its founding in 1983, CMNH has raised more than \$8 billion to support critical treatments, innovative research, vital pediatric medical equipment, child life services and financial assistance for families in need. Through award-winning national fundraising programs and partnerships with approximately 150 corporate brands, including Costco, Marriott International, Re/MAX, and Walmart, the organization rallies communities to raise funds to support the nonprofit's mission to save and improve the lives of as many children as possible.

A visionary and inspirational CEO will lead this dynamic organization to achieve continued success in the future while positively influencing the lives of millions of children and their families each year. The CEO reports to the Board of Trustees and is responsible for motivating and inspiring the leadership team and staff, articulating the mission of CMNH and engaging with philanthropic partners, donors and other key stakeholders to increase awareness of the organization, aligning objectives and fundraising efforts with CMNH's strategic plan and ensuring continued growth in the future.



This is an outstanding opportunity for the next CEO to continue to grow and strengthen this well-regarded, influential organization while diversifying corporate partnerships and bringing forward new ways to continue to engage with key constituents. This new leader will play a key role in driving modernization and transformation, serving as a catalyst for change to elevate the organization for continued success. CMNH seeks an authentic leader with exceptional relationship-building and communication skills, and a passion for fulfilling the mission of this organization. This new CEO will have a strategic orientation blended with strong business and financial acumen to build upon a strong foundation. The successful candidate will collaborate with the Board, leadership from member hospitals, corporate business leaders, donors and other philanthropic partners to drive CMNH to the highest levels of success. Additionally, the next CEO will develop innovative ideas and growth strategies for fundraising support and programmatic growth

including "Play Yellow" – CMNH's most recent program launched in partnership with Jack and Barbara Nicklaus and the PGA Tour to engage individuals, celebrities and corporate partners in fundraising through the game of golf.

The CMNH Board of Trustees seeks dynamic, entrepreneurial candidates who bring a breadth and depth of leadership experience in sophisticated organizations and a passion for actively engaging constituents throughout the United States and Canada to advance the mission of CMNH. The next CEO will be highly skilled and experienced in grassroots outreach—which is critical to the ongoing success of CMNH—and capable of leveraging the history and brand of the organization to advance transformational initiatives and innovations into the future.

Organization Overview



Children's Miracle Network Hospitals began as a telethon in 1983 with Marie Osmond and John Schneider as hosts. Today, CMNH has evolved into the largest network of children's hospitals in the United States and Canada.

Through award-winning national fundraising programs and corporate partnerships, the organization rallies communities to raise funds to support the nonprofit's mission to save and improve the lives of as many children as possible. One of the many unique aspects about this organization is that

donations stay local, and member hospitals decide how to best use funds received to ensure the most urgent needs are met in each of their communities. In 2022, CMNH raised \$445M and employed 185 team members nationwide.

Mission: We engage local communities to increase fundraising for their children's hospital.

Vision: Change Kids' Health, Change the Future.

Our Manifesto:

- Kids need help now
- We are unrelenting in our desire to ensure every child has a healthier future
- We are committed to meeting the critical funds needed by local children's hospitals
- We believe that through the power of our network, communities will unite to change kids' health to change the future

Corporate Partnerships and Key Programs

Over 60% of funds raised through CMNH are through the 150 established corporate partnerships who raise funds through employee giving, point-of-sale fundraising campaigns, and sponsorships. These partnerships are critical to the success and impact of CMNH and many have a long-standing history with the organization. Some dedicated corporate partnerships include, but are not limited to: Ace Hardware, Credit Unions for Kids, Panda Express, and Speedway.



- **Extra Life:** Extra Life is the industry's leading charity gaming initiative engaging thousands of gamers and gaming brands like Twitch and GameStop. Participants fundraise year-round, and this program unites players around the world in a 24-hour fundraising and gaming marathon to support CMNH. Extra lifers have raised over \$100M since the program's inception in 2008 with a community of over 100,000 participants today.

- **Dance Marathon:** Hundreds of school partners participate in this student-led, year-round philanthropic movement to support CMNH through peer-to-peer fundraising events spanning colleges, universities and K-12 schools across the US and Canada. Over \$350 million has been raised through this program since it started in 1991.
- **Play Yellow:** Launched in partnership with Jack and Barbara Nicklaus and the PGA Tour, the newest fundraising program for CMNH engages individuals, celebrities, and corporate partnerships in fundraising through the game of golf. The Southern Ohio PGA hosted the inaugural Play Yellow Birdie Bash in 2021 and raised nearly a quarter of a million dollars.
- **Media Partners:** More than 400 media partners across the country inspire local communities to help their member children's hospital through radiothons and telethons. Since its inception, media partners have raised nearly \$1 billion for CMN hospitals.
- **Influencers:** Celebrities, social influencers, corporate leaders, and patient ambassadors serve as change makers, leveraging their voices and channels to improve the future of kids' health. Celebrity supporters are individuals who, over the organization's history, have visited children's hospitals, filmed commercials, made donations, or participated in other initiatives to encourage donations to local children's hospitals. A few of CMNH's past and present celebrity supporters include Jennifer Lopez, Rainn Wilson, Jack Nicklaus, Steve Young, and Kristen Bell.

Position Summary

Reporting Relationships

Although the next CEO will be responsible for assessing the structure of CMNH's leadership team, current direct reports to the CEO include:

- Executive Vice President and Chief Operating Officer
- General Counsel
- Chief Financial and Strategy Officer

Responsibilities

- Builds effective relationships at multiple levels in the organization and motivates a high-performing executive leadership team. Establishes credibility throughout the organization, with key stakeholders and the Board as a solutions-oriented, mission-driven leader. Oversees the organization's culture development in keeping with CMNH's mission and values.
- Sets the vision and spearheads the development, communication, and implementation of effective growth strategies to meet and grow fundraising, cash flow and business goals and objectives aligned with the organization's strategic plan. Sustains and builds new relationships while continuously innovating to help expand CMNH's brand and reach.
- Effectively articulates CMNH's mission and priorities and engages with a wide range of constituents, including private sector business leaders, donors, philanthropic partners, and member hospitals leadership. Connects authentically with volunteers, children, families, and other beneficiaries.
- Sets and directs the achievement of the organization's operational and financial goals. Directs financially responsible decision-making and leads the organization toward greater efficiency and programmatic growth.
- Builds relationships with Board members, engages the Board in setting strategy, communicates effectively, builds trust, and supports Board initiatives. Respects and supports the Board's governance and decision-making structure. Works with Board leadership to ensure CMNH utilizes best practices in governance.
- Utilizes data, metrics, and evidence collected across channels to encourage colleagues to leverage this information to inform and prioritize future action across fundraising initiatives. Continues to deploy creative content in new ways to drive community engagement and promote the good work of CMNH partners.
- Embeds diversity and inclusion into the organizational strategy and serves as a role model for behaviors expected in the organization.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Establish personal and professional credibility with the Board, leadership team, employees and philanthropic partners based on trust, collaboration, and mutual support; be viewed as highly-engaged, effective, and visible.
- Identify, refine, optimize, and execute strategies to advance corporate partnership fundraising by assessing and identifying the motivations of partners and their communities. Enhance and reimagine stewardship for fundraising partners to create long-lasting relationships. Create a fluid approach to integrating key programs into corporate strategies and diversify partnerships by focusing on retention and development of new relationships both regionally and nationally.
- Translate big-picture strategy concepts and provide direction to the senior leadership team, staff, and others on actionable objectives, deliverables, and execution regarding programmatic growth, specifically Extra Life, Play Yellow, and Dance Marathon. Assess, refine and make recommendations to modify and/or modernize these programs where appropriate and ensure optimal engagement and participation while increasing CMNH's brand awareness and impact.
- Create a deeper understanding of CMNH's constituents by leveraging data, insights, and technology and engage them in ways that creates giving opportunities for a lifetime. Use these insights to assess and identify new strategies to attract new, diverse constituent communities, additional revenue streams and diversified corporate partners.

Candidate Qualifications

The CEO must possess a combination of education, experience and leadership qualifications to successfully manage the responsibilities required for this position. The ideal candidate will have the following professional qualifications and personal characteristics.

Educational Background

- Graduate degree or equivalent certification and/or experience in business administration, hospital administration, marketing, philanthropy, or related field.

Experience/Knowledge/Skills

- Track record of articulating a clear vision, with the ability to identify and adopt effective behaviors and strategies to reach goals. Skilled at providing vision, leadership, and motivation for an organization to grow and thrive longer term.
- Outstanding relationship builder and spokesperson, genuinely comfortable with—and skilled in—engaging constituents throughout the United States and Canada and beyond to share the mission of CMNH. Must be at ease with grassroots advocacy, engaging with top corporate executives at corporate partners and member hospitals, establishing an open dialogue, seeking input, promoting children's healthcare needs, and effectively messaging the positive aspects of CMNH's strategies and impact.
- Strong business acumen and strategic orientation encompassing a broad view of emerging children's healthcare issues and regional/national trends influencing communities and the country as a whole; a thorough understanding of strategy, operations, finance, and technology.
- A proven track record for effectively leading an organization of similar complexity in a dynamic fundraising environment. Significant leadership experience at a C-suite level, demonstrating:
 - A commitment to transparency, forging trust, and open communications
 - Persuasive and influential communications skills, including the ability to distill ideas to main points and adjust a message and approach for each audience
 - The ability to collaborate effectively with diverse stakeholders
 - Operational excellence, financial stewardship, and digital transformation leadership
 - The ability to build culture, develop talent, and align teams around common goals
 - A proven track record of success in leading and motivating high-functioning teams
 - The ability to proactively run modern organizational people strategies (e.g., adopting wellness initiatives, responding to demands for diverse and inclusive workplaces) through effective change management, strong interpersonal skills and a commitment to progressive leadership
 - A genuine commitment to diversity, equity and inclusion
- A leading advocate for children's health, effectively conveying the importance of children's hospitals in communities and on children's health. Ability to advance and amplify the organization's relationship to the industry and market at large, both near and long term.
- Ability to skillfully navigate the challenging social issues of our time.

- Experience working with boards and a demonstrated history of engaged and productive board relationships. Ability to effectively engage the board in setting strategy, advancing organizational initiatives, and ensuring governance best practices are followed and understood.

Leadership Attributes

- Leads with integrity, trustworthiness, respect, and fairness
- Strategic mindset and visionary/forward looking
- Inspirational and motivational leadership
- Balances diverse stakeholders
- Skilled in negotiation and persuasion, including knowing when to stay firm and when to concede
- Effective at aligning people and teams toward execution
- Skilled at building and navigating networks
- Ability to lead through disruption and ambiguity
- Innovative, nimble, and agile
- Ethical leader, rewarding for innovation and taking first steps
- Consensus builder
- Impartiality, having ability and wellbeing of all teams in mind
- A decisive leader and critical thinker, who exercises good judgment in making decisions based on the appropriate inputs and timing, and can distinguish reliable references from uncertain sources
- A high level of emotional intelligence, graciousness, and collegiality, as well as an authentic personal style that embodies humility with a quiet confidence and strength of character
- A sincere passion for the mission of CMNH and a commitment to the health of all children
- High energy, upbeat personality, passionate about the mission of the organization; can appreciate the history and traditions of CMNH, yet is continually looking for ways to innovate and lead into the future
- A self-aware individual who is open to feedback and strives to grow as a leader

Travel and Relocation Considerations

While the CEO can leverage virtual platforms for day-to-day business, the high-touch nature of this role with respect to corporate partners, member hospitals and other key stakeholder groups is such that extensive travel is required and an expectation of leadership. Additionally, it is the expectation of CMNH that the CEO reside in Salt Lake City or the surrounding area and be an actively-engaged member of the community and the broader region.

The Community

Salt Lake City, Utah

Salt Lake City offers a spectacular mix of city life and nearby natural solitude with plenty of family-friendly activities throughout Utah's four lovely seasons. Utah's capital city has an increasingly diverse population of nearly 200,000 and has become a welcoming destination city for refugees, fostering an exceptional variety of diverse community cultural events. The greater metropolitan area has grown to a population of more than 1.2 million, with new companies choosing to call Utah home for their headquarters every year.



Utah is home to five stunning national parks and five national monuments, with six more national parks within a day's drive of Salt Lake City. There are also seven world-class ski resorts in the area. While Utah's ski resorts boast the "greatest snow on earth" in the winter, many also offer a range of fun summer activities, including family movie nights, thrilling zip lines, decadent spa services, scenic tram rides, hikes through fields of wildflowers and brunch with breathtaking views.

Utah has a rich tradition of film, music and art that draws in and inspires people from around the world.

While the internationally acclaimed [Sundance Film Festival](#) is based in Park City - a short and scenic 30-minute drive east - many Sundance films are also screened in downtown Salt Lake City during the annual event. Two independent Salt Lake City theaters bring back many Sundance films throughout the year, along with many other documentaries and international films. [Ballet West](#), the [Utah Symphony](#), [Utah Opera](#) and the [Utah Shakespeare Festival](#) are just a few of the performing arts treasures of the state. Salt Lake City hosts multiple outdoor concert series every summer as well as a multi-day arts festival and monthly gallery strolls. Professional, Broadway-caliber live theater is readily available at the [Eccles Theater](#) - an exciting new performing arts center in downtown Salt Lake - and at a number of the city's playhouses.



Procedure for Candidacy

Candidates wishing to apply must submit materials electronically. Application materials should be submitted via WittKieffer's Candidate Portal, which can be accessed [here](#). For more information, questions, or nominations, please contact the WittKieffer consultants supporting this search, Michelle Johnson, Greg Duyck and Molly Gauss, by emailing mgauss@wittkieffer.com.

CMH Hospitals' policy extends equal employment opportunity (EEO) to all persons regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, status regarding public assistance, veteran status, or any other characteristic protected by federal, state or local law. In addition, CMN Hospitals will provide reasonable accommodations for qualified individuals with disabilities in accordance with the Americans with Disabilities Act (ADA). Improper interference with the ability of CMN Hospitals' team members to perform their expected job duties is not tolerated.

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