



Director of People and Culture
Spokane, Washington

Health is a fundamental human right.

EXECUTIVE SUMMARY

[Empire Health Foundation \(EHF\)](#), a private health conversion foundation formed in 2008, takes a bold and innovative approach to investing in ideas and organizations that improve access, education, research, and policy to transform the health of communities in eastern Washington. With philanthropic assets totaling approximately \$96 million, including the recent addition of \$20M designated as a 501c(4), and a talented team of 17, EHF's investments go beyond traditional grantmaking to leverage innovative public-private collaborations in its commitment to measurable health improvements through work in four primary Focus Areas: Care Coordination, Families Together (family resiliency), Workforce Development, and Innovation. Additionally, EHF partners with four other community organizations, including the provision of some shared administrative services, focused on regional health transformation, increasing Washington-based cancer research, improving family-based supports for foster children, and increasing health care providers in eastern Washington.

EHF believes strongly that solving today's toughest social problems relies on much more than just writing a check. Through collaborative partnerships with community, tribal and government leaders, government agencies and third-party funders, EHF seeks to move the dial measurably and sustainably on health outcomes through an innovative approach to philanthropy that focuses on systems-level change. In contrast to traditional reactive grantmaking and top-down theory-of-change models, EHF's approach is adaptive and collaborative, leverages partnerships, and is accountable for results. Following the recent hire of President Zeke Smith, **Empire Health Foundation now invites applications and nominations for its next Director of People and Culture** to bring EHF to a new level of excellence in human resource and talent management.

The ideal candidate will have deep knowledge of best practices and values-based approaches to recruit, assess, grow, and retain top-quality, diverse talent and foster an equitable, high performing, and values-driven organizational culture. The Director will strengthen and build the Human Resources (HR) function to best support the organization at this critical moment, advising senior leaders, peers, and EHF team members on effective talent management and culture development practices. Through the lens of diversity, equity, and inclusion (DEI), s/he/they will steward talent acquisition, talent development, performance management, total rewards, and employee engagement, benefits and wellness. The Director will source and manage relationships with external advisors, consultants, and service providers as appropriate on behalf of the Foundation.

This search is being conducted by Linh Nguyen, Britni Russell-Bianchi, and Sarah Hecklau of NPAG. Application instructions can be found at the end of this document.

MISSION & HISTORY

EHF believes health is a fundamental human right and strives to boldly advance health equity in eastern Washington and beyond. Health equity exists only when people can attain their full health potential, and no one should be disadvantaged due to where they live, race, gender identity, level of education, immigration status, sexual orientation, the job they have, socioeconomic status, or whether or not they have a disability. This potential can only be reached when the disparities that adversely impact marginalized or under-resourced children, families, and communities are eliminated. To guide this important mission, EHF holds Diversity, Equity & Inclusion (DEI), Compassion, Innovation, Collaboration, Measurable Impact, and Integrity as core values.

Empire Health Foundation was founded in 2008 through the sale of Deaconess and Valley Medical Center and takes great care to manage those assets on behalf of the communities it serves and to transform the health of the region. That commitment to transformation is inherent in its values and its approach to philanthropy which focuses on collaboration with partners to challenge current systems and practices that are barriers to equitable health outcomes for people in its region. It focuses work upstream to develop new, innovative approaches that change policies and systems, prioritizing measurable positive impact and health equity. EHF defines health by much more than medicine, disease, or physical condition. Rather, it looks at the environments and the conditions we encounter as we live, learn, work, and play. These social determinants of health include the social, economic, and environmental needs of individuals and communities and require investments in health that focus on reducing, and ultimately eliminating, existing disparities.

At its ten-year mark, the Foundation celebrated the innovation, boldness, and continued possibility of this commitment and philosophy through a range of partnerships and initiatives that exemplify EHF's approach. EHF's work has grown in size and complexity, leveraging dollars 18x its traditional \$4M grantmaking budget. A recent legal settlement with Community Health Systems has entrusted EHF with \$20M and expanded its work to include a 501c(4) arm to carry forward the legacy of that agreement. EHF is now uniquely poised to explore both c(3) and c(4) strategies and initiatives in support of its mission. For more information, please visit: empirehealthfoundation.org.

EHF FOCUS AREAS & AFFILIATES

With an operating and grantmaking budget of \$4M and leveraged partnerships over \$95M, EHF supports a range of programmatic focus areas and partnerships, including:

Care Coordination: EHF's Care Coordination focus area seeks to improve the health and quality of life of under resourced and underserved community members by supporting partners to deploy data-informed approaches to activating and educating individuals who are otherwise disengaged in their health and wellness. This approach creates sustainable access to high quality, advanced care coordination services that address the social determinants of health, health activation, and quality of life. Strategic initiatives include targeted work with aging, tribal, and incarcerated populations.

Families Together: The Families Together focus area aims to reduce and prevent foster care days among Native American families on-and-off reservation in eastern Washington by at least 50% per year by measurably preventing the occurrence of Adverse Childhood Experiences (ACEs) and building resiliency to mitigate their impact. Reducing the intergenerational transmission of ACEs, the single greatest predictor of

poor health, behavior, and academic outcomes, will prevent children from experiencing high levels of trauma and support for them to grow and thrive in a loving family. EHF collaborates with community partners to leverage the resources unique to their communities for maximum impact.

Workforce Development: The Workforce Development focus area invests in upstream approaches that advance health equity using innovative and sustainable efforts to establish a skilled and motivated workforce and address longstanding inequities in the region that have been exacerbated by workforce shortages and shortcomings in providing culturally responsive care. Empire Health Foundation serves as a collaborative partner in enhancing the training, recruitment, and capacity of the region’s health system workforce.

Innovation: EHF assists the region’s nonprofit organizations with grant writing, training, and technical assistance and offers dedicated EHF staff who pursue funders from outside the area, attracting and leveraging new funding streams to maximize strategic impact across the region. Since its inception, EHF and its partners have attracted approximately \$355 million in third party funding to the region.

Public/Private Partnerships: Aiming to meet the very real health needs of diverse populations in the region, EHF has fueled many public/private partnerships at every stage of development. In 2019, in partnership with Spokane Housing Ventures, EHF announced a joint investment in a new [multi-family affordable housing complex](#) that will become home to 48 families at risk of experiencing homelessness. Additionally, EHF has incubated a number of affiliated 501(c)3 organizations over the past 10 years including: [Better Health Together](#), [Andy Hill Cancer Research Endowment Fund](#), [Family Impact Network](#), [Spokane Teaching Health, and Philanthropy in Action](#). EHF also owns and operates as an LLC the Philanthropy Center, a 22,000-square-foot, four-level building which houses EHF and various subsidiary and partnering nonprofits. As tenants of the Philanthropy Center, these nonprofits get discounted rent and “backbone” services, including accounting, information technology, and reception services.

THE ROLE

The Director of People and Culture will serve as a trusted advisor to senior leaders, internal employees, external clients, and partner organizations within the HR shared services model (Family Impact Network). Supported by a Senior HR Manager, the Director of People and Culture will provide leadership for creating an environment in which staff are engaged, valued and developed. Working in close partnership with the Vice President of Operations and as a member of the Senior Leadership Team, the Director will provide strategic leadership and direction ensuring consistent and fair application of HR policies, philosophies, and organization-wide systems to contribute to the culture and mission of the foundation.

Senior Leadership Responsibilities

- Serve as a member of the Senior Leadership team, trusted advisor and forward-thinking talent and culture strategist to senior management.
- Support the organization’s efforts in promoting greater fluency in diversity, equity, inclusion, and belonging throughout the foundation.
- Identify, implement, participate in, and lead the development of an ongoing learning environment that supports use of effective diversity and equity concepts, behaviors, and tools.
- Ensure cohesive relationship development across organization(s).

- Maintain work environments that foster and reinforce individual and team health, mutual accountability, and sustainability.
- Create trust and focus on critical behaviors for job satisfaction to support organizational success.
- Build and maintain a strong working relationship with organizational partners.

Human Resources Responsibilities

- Supervise the development, planning and implementation of all HR programs while promoting a team-based approach. Areas of focus include: organizational planning and change management, talent acquisition (including recruiting), talent development (including organization-wide learning practices), talent management (including performance management and employee relations), and HR operations (including compensation and benefits).
- Oversee supervisor training, including expectations of supervisors and practices for effective supervision and performance accountability.
- Proactively address issues, identify opportunities for greater efficiency/effectiveness, propose contingency plans, and mitigate risks.
- Serve as lead on coordination of work assignments for HR staff and provide internal consulting to members of management and senior leadership.
- Manage the total people and culture budget; identify a plan for operating expenses that meets or exceeds work expectations while staying within available annual resources.
- Deploy program-specific initiatives as well as centralized processes such as performance reviews, annual salary planning, management training programs, etc.
- Oversee investigation and resolution of employee relations issues.
- Develop and execute compensation and benefit programs that are competitive in the marketplace and in alignment with organization strategy, values, and business philosophy.
- Ensure HR and related policies and procedures are updated, as required, to comply with changes in the law, changing operating norms, and/or to reflect any new operating posture or philosophy of the foundation.
- Lead in the planning and/or design of organizational structure(s) as required, to accommodate the needs of the organization to facilitate and promote a high performing culture.
- Provide coaching, counseling, tools and methods for EHF staff, supervisors/leadership, and HR staff to enhance performance and service delivery.
- Shape EHF's workforce strategy including recruitment, onboarding, performance management and action plans, succession planning, training, coaching, and overall talent management.
- Steward organizational development including leadership development and education, training, and stewardship of a positive, values-driven, team-based organizational culture.
- Manage all human resources functions in alignment with executive leadership priorities and a focus on increased productivity and effectiveness, standardization across all organizational functions and teams, improved operational efficiencies, improved employee relations, and decreased turnover.

QUALIFICATIONS OF THE IDEAL CANDIDATE

While no one candidate will possess all of the qualifications listed below, the ideal candidate will be passionate about EHF's mission and bring many of the following professional and personal abilities, attributes and experiences:

Preferred Qualifications

Ten years of human resources administration experience. Human Resource certification (S/PHR or SHRM), Bachelor's degree and/or Master's degree in Human Resources or a related field preferred. Computer proficiency, strong technology aptitude, and excellent writing skills required.

Requirements

- A diverse portfolio in the key Human Resources Disciplines with a deep knowledge of developing and implementing talent management, change management, organizational development, and organizational effectiveness strategies, as well as demonstrated experience managing diverse teams and programs with a high degree of cross-cultural sensitivity.
- A portfolio of success as a strategic and tactical Human Resources professional in a well-respected "best practice" environment.
- A solid background in supporting all aspects of a project, from developing high-level, strategic initiatives to working directly on execution and day-to-day operations.
- A strategic thinker who is able to influence the Human Resources and talent management agenda, including managing workforce demographics and development issues.
- Demonstrate a strong level of equity maturity and cultural competency.
- Skilled in coaching and consulting with executive level employees, including talent management and performance leadership coaching.
- Deep understanding of current human resources regulations, laws and recommendations that impact EHF and its partner organizations.
- Demonstrated leadership, management, and mentorship skills.
- Demonstrated evidence through past experience of commitment to collaboration and teamwork with executive and management staff.
- Ability to communicate, motivate and strategize with different audience levels, including executives, legal professionals, partners, and internal staff of all levels.
- Sound, seasoned judgment and ability to provide values-based leadership, with particular attention to the foundation's core values.
- Adept at work planning and providing analysis to facilitate decisions among staff and leadership.
- Knowledge of principles, practices and trends in recruitment and employment; compensation and benefits; record-keeping systems; and performance development and evaluation systems.
- A creative and forward-thinking strategist with the ability to define goals, develop actionable plans and proactively manage issues and dependencies in combination with a strong implementation focus, customer service mindset and a commitment to delivering exceptional results to both internal and external customers.

- Results-oriented; ability to quickly learn EHF’s priorities and translate them into actionable Human Resources solutions in order to enhance organizational effectiveness.
- Ability to adapt to change and modify approach to best fit the situation. Thrives, delivers, and remains nimble and flexible in a matrixed organization with differing cultures, intricacies, diversified business segments and competing demands.
- High level of comfort working in an ambiguous environment requiring creativity, adaptivity, and flexibility.
- Demonstrated high level of ethics, integrity, and discretion.
- Holds oneself and others accountable for behavior, actions, and results to support a compassionate team-oriented culture.

TO APPLY

More information about Empire Health Foundation may be found at: empirehealthfoundation.org

This search is being conducted by [Linh Nguyen](#), [Britni Russell Bianchi](#), and [Sarah Hecklau](#) of [NPAG](#). Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Candidates may submit their cover letter, outlining their interest and qualifications, along with their resume via NPAG’s [candidate portal](#).

Empire Health Foundation is an equal opportunity employer.

We recruit and hire without regard to race, national origin, religion, gender, gender identity, sexual orientation, disability, marital status, veteran status or age.