



**Chief Financial Officer**  
**Spokane, Washington**

*Health is a fundamental human right.*

## EXECUTIVE SUMMARY

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[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 501(c)(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 Chief Financial Officer** to steward and build on the strong existing financial resources to support the long term sustainability of the Foundation so that it can continue its impactful work of advancing health in the region.

Reporting to the President, the CFO will manage and oversee a team focused on all financial, risk and compliance matters across a multi-entity organization. They will serve as a member of the executive leadership team and be a critical advisor and resource for the President, Board of Directors, and various boards of EHF's affiliate entities. The new CFO will be a hands-on, strategic leader with a passion for EHF's mission of advancing the health and well-being of rural and underserved populations. Drawing upon their experience and expertise working with tax exempt organizations, the ideal candidate will build on the strength of the finance department and ensure 501(c)(3) and (c)(4) compliance associated with EHF's mission. In collaboration with the Foundation's leadership, the CFO will play an integral role in executing EHF's strategic goals. They will develop innovative systems, processes, and policies to enable the strategic use of resources and investments to catalyze and sustain positive change for the communities that EHF serves. The ideal candidate will also be a strong people manager, with a passion for nurturing team members and a demonstrated commitment to diversity, equity and inclusion.

This search is being led by Linh Nguyen, Carolyn Ho, Julian Jackson and Chris Cannon of [NPAG](#). Application instructions are found at the end of this document.

## MISSION & HISTORY

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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](http://empirehealthfoundation.org).

## EHF FOCUS AREAS & AFFILIATES

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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 our 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 our 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.

**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: OPPORTUNITIES AND CHALLENGES**

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With a history of tremendous growth and innovation, the next CFO will be expected to engage in the following opportunities and challenges:

### **Contribute to Organizational Leadership**

- Exhibit leadership towards supporting an organizational culture of diversity, equity, and inclusion, applying inclusive leadership practices and internal equity standards to mentor and develop individuals and teams, manage work allocation, provide performance feedback and professional development, and support positive team dynamics.
- Serve as a thought partner and advisor to the President and Executive Leadership team, proactively raising strategic issues, making recommendations, and collaborating to guide the organization toward greater mission impact, engagement, and efficacy.
- Work with the Executive Leadership team to ensure that all aspects of programs, finance, operations, and investments are aligned and in service to the Foundation's mission.

### **Ensure Strong Financial Systems and Controls**

- Lead the development and implementation of a strategic framework for EHF fiscal and investment operations, which supports the mission, assures effective stewardship of resources and assets, and aligns practice and philosophy across each of the EHF entities. These entities include Philanthropy in Action (PIA) a public charity 501c3 and the Philanthropy Center an LLC.
- Direct the finance team in providing effective day-to-day accounting for grants and investments, general accounting matters, payroll, and financial operations.
- Monitor financial laws and regulations impacting private operating foundations, maintain fiscal compliance and internal controls across all areas of responsibility, and recommend processes and strategies to meet legal and policy requirements for a complex 501(c)3 and 501(c)4 enterprise.
- Develop, implement, and revise effective policies, practices, and tools to improve financial operations, including effective budgeting processes to better align resources with mission strategies and visibility into the management of disbursements and spending.
- Ensure timely, transparent, and accurate preparation of audits, tax returns, and all financial filings required by law.
- Provide effective controls and systems for meeting investment policies, including reconciliations of investment funds, accuracy of investment reporting, and oversight of spending distributions.

### **Support Organizational Governance and Overall Stewardship of Assets**

- Participate in all Board meetings; serve as the main staff leadership to the Board's Finance Committee; and provide timely, useful and accurate financial and management reporting to support effective board governance and decision-making.
- Support the Board, CEO, and management colleagues in forecasting, analyzing, and understanding financial trends and impacts stemming from the Foundation's operating model, investment strategies, program impact, and ongoing execution.
- In partnership with the external investment advisor and custodian, provide effective monitoring and reporting on investment performance (including PRIs and MRIs) and major portfolio transactions to the CEO, Finance Committee, and Board.
- In partnership with the Board, CEO, and management colleagues, help shape EHF's investment policies and investment strategies to reflect the Foundation's mission, strategy, and commitment to DEI.

### **Develop and Nurture a Strong, Collaborative Finance Team**

- Manage, mentor, and develop a strong finance team, managing work allocation, training, problem resolution, performance evaluation, and team dynamics.
- Promote a collaborative, high performance culture that values open communication, continuous learning, and quality improvements.
- Ensure team members are well positioned to be effective business partners and recognized by Foundation staff, management, and Board as trusted, reliable, and active partners in achieving strategic goals and objectives.

## QUALIFICATIONS OF THE IDEAL CANDIDATE

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The ideal candidate will be deeply committed to EHF's mission and possess many of the following professional and personal abilities, attributes, and experiences:

### Financial and Sector Leadership

- At least ten years' experience in strategic financial management and people leadership for an organization of similar complexity, as well as its subsidiaries.
- Demonstrated experience with 501(c)3 and 501(c)4 organizations and expertise on navigating the tax compliance landscape for tax exempt organizations.
- Demonstrated experience in financial budgeting, reporting and analysis, preferably focused on nonprofit accounting and administrative management.
- Ability to develop a clear and strategic operational vision, synthesizing information and translating vision into actionable strategies, with a view on the long, mid, and short term.
- Strong record of achievement in financial and investment management and experience with the intersection of finance, investment, accounting, and compliance related to private foundation grantmaking and mission-related investing.
- Experience presenting financial risks to senior leadership and developing, collaborating on, and executing mitigation strategies.
- Strong knowledge and skills related to financial accounting and reporting standards such as defined by the Financial Accounting Standards Board or equivalent entities.

### Management

- Success in managing, training, developing, and directing finance and accounting staff and functions for a similar sized organization and its subsidiaries; ability to motivate a diverse staff team in achieving goals through individual and team supervision, performance management, coaching, and professional development.
- Familiarity with the oversight of complex public and private funding streams and compliance and regulatory requirements, and management of diverse organizational indicators.
- Experience with building the kinds of controls, reporting, and forecasting capabilities that will support the creative programming strategies EHF will pursue.
- Experience effectively managing relationships with investment consultants and asset managers; experience with mission-related and impact investing is a plus.

### Personal Qualities and Attributes

- Demonstrated success in an entrepreneurial environment and an unwavering commitment to quality and excellence in strategic, operational, and financial management.
- Commitment to the mission-driven sector and the role philanthropy can play in addressing some of society's most challenging problems.
- A demonstrated appreciation for being part of a diverse and inclusive team while supporting a culture which emphasizes the value in having staff who reflect the families and communities impacted by the organization.

- A humble approach and servant leader orientation with a willingness to roll up one’s sleeves and pitch in as necessary.
- An optimistic outlook and the humor, integrity, and patience necessary to work within a transformative environment.

## TO APPLY

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Empire Health Foundation is partnering with [Linh Nguyen](#), [Carolyn Ho](#), [Julian Jackson](#) and [Chris Cannon](#) of [NPAG](#) on this search. Due to the pace of this search, candidates are 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](#).

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