The Maine Health Access Foundation's mission is to promote access to quality health care, especially for those who are uninsured and underserved, and improve the health of everyone in Maine.

EXECUTIVE SUMMARY

Since its founding in 2000, the Maine Health Access Foundation (MeHAF) has established a national reputation of forward-looking, collaborative, and innovative philanthropy that promotes access to quality health care, especially for those who are uninsured and underserved, and improves the health of everyone in Maine. MeHAF is a private, independent, nonprofit health care foundation working with nonprofit partners and key leaders in the public and private sectors across the state to advance initiatives and policies that are aimed at helping those who face barriers accessing health care services and achieving optimal health.

Under the leadership of MeHAF’s founding President and CEO Dr. Wendy Wolf and through the work of its exemplary staff, the Foundation has served as a strategic change agent, using its grant making, program initiatives, and human resources to transform health and health care and inform public policy across Maine. With the announcement that MeHAF’s founding President is stepping down at the end of 2016, the Board of Trustees has launched a national search to identify a new President and CEO who is passionate about the Foundation’s mission, prepared to capitalize on the organization’s record of accomplishment, and poised to lead this dynamic and highly successful philanthropy forward.

The new President and CEO will join MeHAF at a moment ripe with opportunity and well-positioned to enter a new strategic planning process, engaging in exciting questions about future directions for the Foundation. In concert with the Board, Community Advisory Committee, and staff, s/he will chart an ambitious plan for the Foundation’s next phase of vision and impact, building upon a history of innovation, creativity, and community-based approaches that have solidified MeHAF’s strong local and national reputation as a leader in health philanthropy. S/he will nurture a broad network of partners across the state that enhance and inform the Foundation’s philanthropic initiatives and shape its policy agenda. S/he will bring sound organizational leadership, nurture a highly dedicated and talented staff team, and seek opportunities to build broad coalitions that most effectively magnify and disseminate the Foundation’s work through strategic communications and public engagement.

The new President and CEO will be a visionary and charismatic leader with deep content expertise and demonstrated thought leadership in the health, health care, policy, or philanthropic arena. S/he will be a seasoned executive who balances gravitas with innovation and measured risk management and effectively coaches and nurtures a high performing and dedicated staff. S/he will understand the key challenges facing a largely rural state like Maine and seek opportunities to pilot innovative solutions to improving the health and
health care of all Mainers. This is an exceptional opportunity for an innovative philanthropic leader to shape MeHAF’s future initiatives and leverage its philanthropic program, positioning Maine as a leader in health care innovation.

This search is being conducted by Katherine Jacobs, Allison Kupfer Poteet, and Carolyn Ho of Nonprofit Professionals Advisory Group.

ORGANIZATIONAL OVERVIEW

The Maine Health Access Foundation was established in 2000 as a private health conversion foundation following the sale of the nonprofit Blue Cross and Blue Shield of Maine to Anthem Insurance Company. With original assets valued at $82 million, the endowment has grown to approximately $120 million with careful stewardship. As the Foundation has matured, it has moved from being a more traditional grantmaker to acting as a strategic change agent focused on advancing broad scale systemic change in health and health care. MeHAF constantly evaluates and acts on strategic opportunities to advance public policy and other activities that are mission-driven through convening, research and education, support for advocacy, technical assistance, and by promoting public education and engagement.

As the state’s largest nonprofit health foundation, MeHAF provides approximately $4 to $5 million in grant and programmatic support annually to advance its mission through initiatives and programs focused on: Access for All, Better Care, and Improved Health. While grants are core to its approach, the Foundation believes that it takes more than that to drive the necessary systemic improvements in health and health care. The strength of the Foundation’s resources goes far beyond grant funding and involves close partnership with grantees, its Community Advisory Committee, and other stakeholders across Maine. For major grant initiatives, MeHAF provides learning community meetings where grantees can learn from local and national experts, share successes and challenges with each other, and hear directly from the community members that its programs are designed to serve. The Foundation consistently strives to work collaboratively with an array of partners, including state government, supplanting but not replacing state functions or funding.

At all levels, MeHAF strives to establish positive working relationships with public and private organizations at the national, state, regional, and community levels. These collaborations have enabled health care reform advancement in challenging areas such as integration of behavioral health into Maine’s public and private, rural, and urban health care systems. With a strong reputation as an objective, data-driven, nonpartisan organization, the Foundation believes that accomplishing its mission requires the solicitation of ideas from diverse partners and points of view. MeHAF’s position as an independent, non-partisan, and trusted organization places it in an ideal role to bring together disparate groups with multiple viewpoints to tackle critical issues.

Programs and Initiatives

Since its inception, MeHAF has focused its programs on advancing strategic, long term, systemic improvements in health and health care. MeHAF works to address the complex and diverse needs of the state’s urban and rural residents. Maine has over 1,328,000 year round residents living in 16 counties spread across 35,000 square miles. The Foundation is uniquely poised to catalyze change through its philanthropic initiatives due to Maine’s relatively small population. Grounded in an evidence based approach and ongoing feedback from key stakeholders, the Board of Trustees has consistently emphasized that the Foundation is uniquely positioned to take informed risks and to push the envelope on important issues, and has done so by remaining nimble and responsive to strategic opportunities that have been pivotal to achieving MeHAF’s mission. MeHAF currently focuses on three key strategic priorities:
**Access for All:** Since the passage of the Affordable Care Act in March 2010, the majority of grants and programs under this strategic priority have focused on ensuring that the people of Maine, particularly those who are uninsured and underserved, benefit from provisions in this comprehensive health reform law.

- **Affordable Care Act Education, Outreach, and Enrollment:** Since 2010, MeHAF has provided grant funding and served as a collaborative partner with community-based organizations, providers, and other stakeholders to lead outreach, educate, and engage the public in order to enhance their understanding of the ACA. MeHAF was a pivotal funder in the development of Maine’s new nonprofit Co-Op health insurer and provided key leadership in the development and execution of the state-wide enroll207.com marketing campaign. This work has been extraordinarily successful with Maine being a national leader in Marketplace enrollment.

- **ACA Advocacy:** Maine is the only state in New England that has rolled back Medicaid eligibility under the ACA, resulting in thousands of low-income Mainers becoming uninsured. MeHAF currently provides funding and capacity building to key advocacy organizations working on restoring Medicaid coverage and has supported policy research, communications and messaging, and provided technical assistance to Maine’s Department of Health and Human Services on key analysis such as a recent Medicaid Actuarial Study.

- **Payment Reform:** To ensure that providers and health systems were considering the uninsured in new payment reform models, MeHAF provided multi-year funding to a broad consortium of organizations to address this issue. These grants concluded in 2014.

- **Access to Quality Care for People who are Uninsured (A2QC):** MeHAF provides grants to assist collaborative groups of providers, social service agencies, and others to design more efficient and effective ways to provide care for people who remain uninsured and to facilitate better care.

- **Oral Health:** Affordable access to oral health care, particularly for people with lower incomes, is a persistent issue both in Maine and nationally. As a long-term commitment, MeHAF continues to address this challenge through grant funding, targeted technical assistance to safety net clinics, workforce analysis, policy research, and prevention funding. MeHAF is a lead member of the Maine Oral Health Funders.

- **Rural Health:** MeHAF’s newest access initiative focuses on the fragility of rural health care systems across Maine. The Foundation is engaging key leaders across the state to help shape community conversations about what the highest priorities would be for a community focused sustainable rural health care system.

**Better Care:** Access alone does not ensure that Mainers receive the most appropriate, high quality care. With a focus on putting the voices of patients and their families at the heart of all its initiatives, MeHAF seeks to engage consumers, resulting in high quality care delivery through a more patient and family-centered approach.

- **Integration Initiative:** Started in 2005 through a broad stakeholder visioning process, this initiative promoted the integration of behavioral health with primary care. It is one of the Foundation’s most significant program accomplishments, establishing Maine as a leader in the integration of primary and behavioral health care. After a decade of grant making, policy work, technical assistance, and quarterly learning communities, more than fifty percent of primary care practices state-wide now provide integrated care. This model of care delivery is now a core principle of Maine’s CMS System Innovation Model grant, the state-wide Patient-Centered Medical Home program, as well as the major health systems’ accountable care organizations. Currently, MeHAF is working collaboratively with the Maine Department of Health and Human Services to pilot Behavioral Health Homes.

- **Thriving in Place (TiP):** This new initiative was developed to bring providers, social support and community-based organizations, along with formal and informal local networks together to assist people with chronic illness so they can stay healthy and live independently in their communities. Not originally designed to focus solely on the elderly, recent attention by policymakers and community leaders on Maine’s aging demographic has placed the TiP initiative at the center of a state-wide effort...
focused on aging. MeHAF and other leaders in Maine have joined forces with foundations, providers, policy makers, and others key leaders from New Hampshire and Vermont in a Tri-State Collaborative on Aging. The Foundation has made a commitment to this initiative through 2019.

**Improved Health:** The Board of Trustees, Community Advisory Committee, and staff acknowledge that one’s health is largely determined by factors other than access to health care services. MeHAF’s *Healthy Communities* initiative takes a long-term, place-based approach to improving health in communities across Maine. It brings together community partners from diverse sectors to work collaboratively on broad health issues identified by community members. This program began with an 18-month pre-planning process that focused on gathering community input and has progressed to the planning phase in partnership with 20 community grantees who are eligible for multi-year implementation grants that will conclude in 2020.

**Policy and Advocacy**

The Foundation is one of the few funders in Maine that consistently engages with state government to improve public programs and advance policy solutions. From its inception, the Foundation has always supported advocacy as a key element of its programmatic work, while carefully ensuring its stance as a nonpartisan organization is preserved. The Board and staff are currently considering how MeHAF can play a more substantive and impactful role in informing and shaping public policy.

**Current Context**

MeHAF is a highly respected, well-established philanthropic leader in Maine’s health and health care sector. The Foundation is nearing the end of its highly successful 2011-2016 strategic plan, and the Board has begun the process of examining key challenges and opportunities that might shape the Foundation’s new strategic plan moving forward. Some of these key issues include affordable care for those who remain uninsured, the needs of Maine’s aging population, rural access to care across Maine, and collaboration and coalition building that promotes a culture of health that reaches beyond access to health care services.

The new President will work in close partnership with, and benefit from, the wisdom and expertise of the Foundation’s fifteen member, state-wide Board of Trustees, which is comprised of outstanding leaders in health and health care, business, public policy, advocacy, public health, and state government. The Board also taps the insights and expertise of an established 20 member, state-wide Community Advisory Committee, and both groups represent the diversity of Maine. Additionally, MeHAF has an exceptionally dedicated and talented staff who have been drawn to the organization by their passion for the MeHAF mission and have earned state-wide and national recognition for their expertise and cutting edge work.

The Foundation has a close relationship with the Maine Attorney General’s office which oversees MeHAF’s work as a conversion foundation. The Foundation’s staff attorney liaison at the Attorney General’s office receives a copy of MeHAF’s Board materials and reviews the resumes of Board and CAC candidates prior to their election. In addition, updating or revising some sections of MeHAF’s by-laws require the review of the Attorney General and the consent of the Maine Superior Court.

In its fifteen year history, the Maine Health Access Foundation has established a reputation of forward-looking initiatives, trusted collaborations, and creativity in promoting access to quality health care, especially for those who are uninsured and underserved, and improving the health of everyone in Maine. The Foundation’s strategic vision for the next five years will be shaped by the economic and social realities of its rural geography and aging population as it confronts an evolving health care system. With new leadership, MeHAF envisions building on its strong foundation of innovation, highly professional staff, and grounded understanding of the complexity of health care policy and its implications for all citizens of Maine. This is a tremendous opportunity for a new President and CEO to draw on the experience and knowledge of the
Foundation’s community advisors, state and national policy leaders, and health care provider partners in facilitating the development of new models of care that serve Maine’s unique needs and improves the health of all Mainers.

**OPPORTUNITIES AND CHALLENGES FACING THE NEW PRESIDENT AND CEO**

The new President and CEO will work in partnership with a highly engaged Board and staff with deep content expertise and a strong commitment to the Foundation’s mission. Poised to enter a new strategic planning process, the new President will lead MeHAF during a period of tremendous possibility and opportunity, building upon a strong foundation of creative and innovative grant making and policy initiatives over the Foundation’s impressive first 15 years. Within that context, the new President and CEO can expect to engage in the following opportunities and challenges in his or her first 12-18 months:

*Engage in a strategic planning process in partnership with the Board and staff to chart the next phase of vision and impact for the Foundation.*

As the Foundation completes its current strategic plan, the new President and CEO will work in partnership with the Board and staff to articulate new strategic goals while continuing to nurture the Foundation’s long-term commitments to Healthy Communities and Thriving in Place through 2020. This is a unique and timely opportunity for new leadership to provide vision and direction to a fresh strategy for a new era aimed at thoughtful, community oriented, and impactful grant making and policy initiatives. This new strategic plan will reflect and be sensitive to the context of health and access in the State of Maine and continue to advance MeHAF’s position as a field leader in health philanthropy. The new President will engage in the key challenges of a largely rural constituency through creative and cutting edge initiatives that foster new solutions and better health outcomes for Mainers.

*Cultivate strong relationships with key constituents across the state that enhance and inform the Foundation’s impact and policy initiatives.*

The new President and CEO will build strong collaborative relationships that inform, improve, and magnify the Foundation’s key priority areas and policy initiatives with leaders across the state. S/he will seek opportunities to unify coalitions behind key health issues and identify creative opportunities to improve the health of Mainers. The President will assess the policy landscape and seek avenues to leverage change through collaborations, coalitions, convenings, strategic grant initiatives, and direct advocacy. S/he will continue to foster a culture of shared commitment and partnership with grantees and other key stakeholders that affords staff a unique level of involvement and impact with their grantees.

*Elevate MeHAF’s external presence and impact through effective, relevant thought leadership and strategic communications.*

In partnership with staff, the new President and CEO will develop a comprehensive communications strategy that effectively disseminates the Foundation’s work, broadening its impact by fostering a culture of shared knowledge and learning. S/he will engage broad constituencies in addressing the key challenges to improving health and health care in Maine and serve as a policy expert, spokesperson, and leader in local, state, and national health care and philanthropic circles.

*Leverage the talent and experience of the Board and Community Advisory Committee.*

As s/he helps frame a new strategy going forward, the new President will deepen the Foundation’s reach into communities across the state through board development and strategic partnerships. S/he will work closely with the Board and CAC to ensure the Foundation maximizes its impact and builds strong, accountable relationships with the communities it serves.
**Transition and mentor a highly functioning staff team to new leadership and continued focus on best practice and strong organizational management.**

The new President will be responsible for the recruitment, retention, and professional development of a highly qualified and diverse staff. S/he will foster an organizational culture that values collaboration and best-in-class practice along with active listening, accessibility, and mutual respect in all endeavors. S/he will emphasize the importance of evaluation, ongoing learning, and evidence-based approaches throughout the Foundation’s work. Finally, the President will strategically and effectively align staff and program resources with current grant making priorities and will oversee sound internal operations, annual reporting, financial oversight, and controls providing required information to the Board for their review, evaluation, and deliberation.

**QUALIFICATIONS OF THE IDEAL CANDIDATE**

The new President will be a visionary leader with expansive knowledge of health and health care who can effectively leverage philanthropy, policy change, and collaborative relationships to drive transformational improvements in health and health care for Maine’s most vulnerable residents. While no one candidate will embody all the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- A visionary, charismatic, and bold leader who is passionate about the power of health philanthropy to impact people’s lives; At least ten years of relevant leadership experience with a sophisticated understanding of the critical role that philanthropy can play in achieving sustainable change; An advanced degree in health, public health, nonprofit management, or public policy preferred;

- Deep content expertise and knowledge base spanning the emerging trends in health and health care, philanthropy, and nonprofits including a strong track record of philanthropic program development; Familiarity with the diverse landscape of communities and constituencies across Maine and/or nuanced understanding of the unique health challenges of rural communities;

- Exceptional organizational and management skills and experience leading and inspiring change in a diverse, mission-driven organization; Proven capacity to develop systems of communication and decision-making that encourage participation, transparency, and innovation; The ability to foster a culture of transparency, self-reflection, and mutual accountability;

- A creative, strategic thinker who has successfully cultivated and led high-performing staff teams toward achieving ambitious goals; Proven track record leading and supporting staff in ways that respects and values their capabilities, builds mutual trust, and cultivates a culture of excellence that is strengthened by a commitment to continued learning, self-reflection, professional development, and accountability;

- Demonstrated thought leadership in health and health care paired with the gravitas and communications savvy necessary to convey complex issues to a variety of audiences; Ambassadorial presence required to elevate the profile and visibility of the Foundation and the issues affecting the uninsured and underserved;

- Experience working with people of diverse values and perspectives; Commitment to policy change through a nonpartisan stature and the ability to bring key stakeholders together to forge strategic and effective collaborative relationships to address emerging and critical issues that are central to MeHAF’s mission;
A strong track record of responsible financial stewardship and management, including budgeting and forecasting, investment management, reporting, and compliance;

A willingness to be pro-active, take risks, advocate for new ideas, and learn from mistakes made along the way; Evidence-based approach that integrates evaluation as a key component of philanthropic work and commitment to embedding organizational learning into the fabric of MeHAF’s culture; and

A healthy sense of humor and appreciation for the personal creativity and inspiration that can come from work that is in service to those in need; The ability to carry that inspiration, creativity, and fun into work with the staff and Board.

TO APPLY

More information about the Maine Health Access Foundation may be found at: http://www.mehaf.org/.

Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications, your resume (in Word format), salary history and where you learned of the position should be sent to: MeHAF-CEO@nonprofitprofessionals.com

In order to expedite the internal sorting and reviewing process, please type your name (Last, First) as the only contents in the subject line of your e-mail.

The Maine Health Access Foundation is an equal opportunity employer and welcomes a diverse pool of applicants in its search.