



**Texas Health**  
Resources<sup>SM</sup>

Confidential Position Specification

**Vice President,  
Foundation**

May 2021

## CONFIDENTIAL POSITION SPECIFICATION

<b>Position</b>	Vice President, Foundation
<b>Company</b>	Texas Health Resources
<b>Location</b>	Arlington, Texas
<b>Reporting Relationship</b>	President, Texas Health Resources Foundation
<b>Website</b>	<a href="http://www.texashealth.org">http://www.texashealth.org</a>

### Company Background/Culture

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Headquartered in the competitive Dallas-Fort Worth health market, Texas Health Resources is one of the largest faith-based, nonprofit health care delivery systems in the United States and the largest in North Texas in terms of patients served. The system's primary service area consists of 16 counties in north central Texas, home to more than 7 million people. Texas Health was formed in 1997 with the assets of Fort Worth-based Harris Methodist Health System and Dallas-based Presbyterian Healthcare Resources. Later that year, Arlington Memorial Hospital joined the Texas Health system. Texas Health has 29 acute-care and short-stay hospitals that are owned, operated, joint-ventured or affiliated with the system. It has more than 3,800 licensed beds, employs more than 24,000 people, and counts more than 5,500 physicians with active staff privileges at its hospitals.

*Mission Statement:* To improve the health of the people in the communities we serve

*Vision Statement:* Partnering with you for a lifetime of health and well-being

*The THR Promise:* Individuals caring for individuals, together

*Values:*

- **Respect:** Respecting the dignity of all persons, fostering a corporate culture characterized by teamwork, diversity and empowerment.
- **Integrity:** Conduct our corporate and personal lives with integrity; relationships based on loyalty, fairness, truthfulness, and trustworthiness.
- **Compassion:** Sensitivity to the whole person, reflective of God's compassion and love, with particular concern for the poor.
- **Excellence:** Continuously improving the quality of our service through education, research, competent and innovative personnel, effective leadership, and responsible stewardship of resources.

*Diversity Statement:* We will provide and maintain a fair and equitable environment for all by valuing and respecting individual differences for our enrichment and that of the communities we serve.

## **POSITION SUMMARY**

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Texas Health is looking for two VPs of Foundation for our organization. One will be responsible for the Greater Fort Worth Region and one for the North Region (Collin County).

The Vice President serves as a key leadership team member and an active participant in making strategic decisions affecting the Texas Health Resources Foundation. In partnership with the President, this position is responsible for all fundraising and development activities within an assigned region. The successful candidate will help forge new relationships to build Texas Health Resources visibility, impact and financial resources.

The Vice President will have primary responsibility for establishing and implementing the infrastructure needed to grow through the solicitation of major gifts, corporate and foundation support and annual giving activities. This includes responsibility to personally raise funds and manage the success of fundraising outcomes for their regional team.

The Vice President will expand and diversify Texas Health Resources Foundation's donor base/pipeline and work closely with other team members to secure funding for priority initiatives. The VP will work closely with the President in supporting board members to take on a more active fundraising role.

## **RESPONSIBILITIES & DUTIES**

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- Works with the Foundation Board and President to set long-range strategic plans that align with Texas Health priorities. The President and Regional Vice Presidents will develop annual operational plans to support the Foundation strategic direction. This includes setting and monitoring THR and internal metrics to drive performance.
- Leadership oversight of regional fundraising plans. Partners with hospital and system leadership to identify needs that align with Foundation strategic direction. Responsible for driving fundraising success by aligning staff around these initiatives, taking responsibility for developing volunteer leadership and creating necessary fundraising tools.
- Management oversight of major gift fundraising campaigns, annual fund campaigns, donor acquisition and pipeline development strategies and coordination of support services needed to build an integrated philanthropic program.
- Identifies, develops and holds Foundation staff accountable to successfully raise philanthropic gifts through major gift, annual fund, special events and donor acquisition activities.
- Develops and manages a personal portfolio of high-level donors. Responsible for identifying, cultivating, soliciting and stewarding these individuals.
- Recruits and inspires community leaders to actively participate in fundraising activities. This includes Boards of Trustees, Campaign Cabinets, Committees and Affinity Groups.

## **PROFESSIONAL EXPERIENCE/QUALIFICATIONS**

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- Ten years' professional experience in a non-profit organization, healthcare preferred
- Demonstrated success in securing six and seven figure gift commitments
- Bachelor's degree required; Master's degree preferred
- A demonstrated track record for facilitating organizational growth through relationship development, cultivation and stewardship.
- Successful staff management experience

- Strong financial and analytical skills with familiarity of charitable gifting vehicles available to donors.
- Superior interpersonal skills, ability to establish effective relationships with both internal and external audiences.
- Excellent public speaking, verbal and written communication skills to inspire philanthropic support
- Able to juggle multiple tasks simultaneously
- Computer literacy and donor database experience required
- CFRE preferred

## **DESIRED PERSONAL CHARACTERISTICS**

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- Is mission-inspired ~ models a passionate commitment to the Mission of THR and ensures the long-term viability of our mission through decision-making and inspires others to do the same. Demonstrates the ability to integrate the core values of respect, integrity, compassion, and excellence into programs and services.
- Is not ego-driven, nor credit-taking. Embodies shared leadership and is a collaborative, deliberate and direct decision-maker. Has a record of functioning as a high-impact, low-ego leader who thrives in a team setting, motivated by the advancement of the organization, as well as representing a strong role model and mentor.
- Displays innovative thinking with vision. Displays excellent conceptual and planning skills appropriate to a position with responsibility for highly reliable health care delivery services.
- Possesses a balanced understanding of clinical, business, and management requirements for various types of health care services, including knowledge of integrated delivery systems.
- Demonstrates superb interpersonal and communication skills to effectively engender confidence and trust.
- Has tenacity and perseverance in the face of challenges and can overcome obstacles to get things done. Approaches and deals with conflict creatively and constructively.
- Builds credibility and drives outcomes at the highest level; can operate effectively within a complex and diverse organization.
- Demonstrates proven ability to lead organizations in the development and implementation of large-scale change efforts through influence - creating broad organizational buy-in, excitement and commitment.

## **TEXAS HEALTH RESOURCES LEADERSHIP BEHAVIOR MODEL**

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### **Values Based-Leadership & Accountability**

Leaders who demonstrate this behavior make authentic decisions that build trust and encourage commitment from employees and customers. Within the Texas Health culture is a deep respect for our faith-based roots and the diversity inherent in the communities we serve.

This respect demands leaders who live our values both in action and deed. Leaders must model Promise behaviors in their interactions with others and strive to make Texas Health's vision a reality.

- I will act as a role model and perpetuate a culture in which decisions/actions are consistent with Texas Health's Mission, Vision, Values and the THR Promise.
- We are one Texas Health team. We must trust each other because we are better together. I will work to break down silos, not create them.
- I will hold myself, my team and my colleagues accountable for following through on commitments and achieving our performance goals.

- I will promote a collaborative environment in which leaders and staff are constantly aware of how processes and systems affect the organization and our customers.
- I will pay attention to what is happening on the front line and be present and accessible for support.

### **Visionary Thinking**

Visionary thinking requires creating and communicating a clear vision of the organization's reason for being and future direction that inspires others to action. Visionary thinkers maintain a long-term, big-picture view of the business, identifying with the core values of the organization, and they are pioneers in leading change. They are able to communicate with others about their vision, inspire others to execute the vision and help their colleagues to manage the vision once it is developed.

- I will create positive and exciting vision of the future for Texas Health and articulate the team's department's role.
- I will get the right people on our team and help them be their best.
- I will communicate the vision and inspire the team, department and peers, obtaining their commitment to achieving the vision.

### **Focus on Excellence**

Dedicated to exceeding the expectations and requirements of our patients and the community, excellence is the starting point for all we do. We must be dedicated to data-driven clinical excellence, leadership distinction and community stewardship. Excellence is demonstrated through our commitment to advancing patient safety and quality as evidenced by a supportive, disciplined culture that removes barriers and supports integrated and coordinated patient safety activities and quality initiatives, proactive risk assessment and knowledge of sharing in a non-blaming accountable learning experience.

- I will manage and improve performance with disciplined action and a sense of urgency, recognizing the changing landscape of health care.
- No process is perfect. I will plan for all the ways our systems and processes could fail. I will focus on errors and near misses, learn from them and figure out how to prevent them from happening again.
- I will create an environment that empowers my team to Speak up for Safety, report unsafe conditions and practices, and mitigate risks.
- I will promote and encourage creativity and innovation.
- I will drive standardization and implementation of best practices across the organization and beyond, We must learn from each other's experiences.

### **Sound Decision Making**

Sound decision-making includes capacity to solve complex problems and is tied to weighing the impact of quantitative and qualitative information sources. Leaders demonstrating this behavior are able to break multifaceted challenges into constituent parts, use data as the basis for their decisions and understand the financial implications of their decisions. At the heart of sound decision making is the ability to effectively leverage experience and existing data sources

- I will create an environment focused on desired outcomes in which data-driven decisions are the norm.
- I will value expertise and experience over job title. I will listen to people who have the most knowledge of the task at hand wherever they are in the organization.
- I will take nothing for granted. I will resist tendencies to simplify issues and dig deep to find the real source of a problem (avoid work-arounds).



- I will measure the value our team delivers and be bold to make rapid-cycle changes based on results.

### **Managerial Courage**

Managerial Courage relates to the ability and willingness of the Texas Health leader to make emotionally difficult and unpopular decisions even when there may be personal and professional risk. This behavior drives leaders to take on challenges that others fail to achieve and to drive innovation. Proficiency in this area results in a leader willing to create a strongly open and collaborative environment that is intellectually honest and values positive, task-oriented conflict.

- I will make the tough decisions. I will say “no” when the ask doesn’t align with organizational needs.
- I will be willing to give up control. I will empower team members to anticipate and exceed customer expectations.
- I will take intelligent risks to drive innovation and change without compromising outcomes, and I will empower our team to do the same. Failed attempts at innovation are expected and accepted as we pursue breakthroughs in performance excellence.
- I will stay the course. I will be relentless, resilient and prepared to swiftly respond to problems, return to service, and continually find new solutions.
- I will encourage people to questions and express different views of the world and lead by example.
- I will take the leap of faith and convince out ream to take it, too.
- I will recognize that change is difficult but essential for our continued success. I will engage the hearts and minds of our team in change and set a clear path. I will model behavior supportive of change so that I am viewed as a change agent.

### **Action Orientation**

Leaders, by definition lead. Action orientation addresses the extent to which a person is a doer; a person that does the work and makes things happen. Action orientation requires confidence in individual knowledge, skills and abilities and the emotional and spiritual underpinnings to see how actions will make a difference. Action is required to turn strategy into reality and to achieve desired results.

- I will design processes with the end in mind. I will clearly define measures of successes.
- I will design execution as a unified Texas Health team to achieve shared goals that support our strategic direction.
- I will expect the unexpected and always have a plan B. I will develop contingency plans and implement them if needed.
- I will identify and develop competent and visionary successors to ensure the future of Texas Health for generations to come.

## **COMPENSATION**

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An attractive compensation package commensurate with the strategic importance of this position will be fashioned for the successful candidate.

## **TEXAS HEALTH RESOURCES TALENT MANAGEMENT CONTACT**

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