The Opportunity:

Saint Luke’s Health System (SLHS) is a dynamic leader in healthcare with a long history of serving the community and providing patients with the most advanced healthcare. It prides itself on being the best place to get care and the best place to give care. In addition to this unwavering focus on exceptional quality of care and steadfast commitment to serving the community, Saint Luke’s Health System demonstrates dedication to medical innovation, training, and research. *U.S. News & World Report* included Saint Luke’s Hospital in its 2016-17 Best Hospitals rankings. Seven of its specialties also ranked among the nation’s top 50 providers.

Saint Luke’s Foundation (SLF) raises money to support the discovery, development, and delivery of innovative healthcare solutions. It partners with donors to fund research, education, new technology, and the pursuit of excellence in patient care.
The Foundation strengthens and enhances the delivery of healthcare services that distinguish Saint Luke’s hospitals and programs in the Greater Kansas City area. It supports Saint Luke’s Health System’s healing mission, its reputation as a quality leader, its long-standing role in medical education and research, and its identity as a faith-based, nonprofit health system.

Saint Luke’s and the Foundation seek a highly experienced and charismatic leader. Primary responsibilities include strategic planning, organizational leadership, fundraising, and the stewardship of funds for medical education, research, and other clinical and charitable programs within Saint Luke’s Health System.

The Senior Vice President of Development/Executive Director (SVP/ED) has general supervision of fundraising, communications, donor relations, and business affairs of the Foundation and is responsible for its operation and management. Reporting to the CEO of the System and the Foundation Board, the incoming SVP/ED will be an integral part of the enterprise’s senior leadership team. The position of Senior Vice President/Executive Director is a critical, visible position requiring excellent staff management and coaching experience, exceptional leadership ability, strong fiscal management, and deep knowledge of and experience in fundraising, capital campaigns, and working with internal and community stakeholders to broaden the organization’s scope of support.

The ideal candidate will be a passionate, collaborative, and entrepreneurial professional grounded in working with grateful patient donors, community stakeholders, boards of directors, physicians, and healthcare administration. This is a tremendous opportunity for a skilled and seasoned leader to guide the Foundation’s fundraising potential across the system. In this leadership role, the incoming Senior Vice President of Development/Executive Director will leverage the Health System’s respected physicians and compelling programs to envision and execute an enhanced strategy for donor engagement, resulting in a deeper and broader philanthropic footprint for the Saint Luke’s Health System in the next several years.

Saint Luke’s Health System

Saint Luke’s Health System is a faith-based, nonprofit, aligned health system committed to the highest levels of excellence in providing healthcare and health-related services in a caring environment. It is dedicated to enhancing the physical, mental, and spiritual health of the diverse communities it serves.
Saint Luke’s Health System began in 1882 with Saint Luke’s Hospital and has grown to encompass 10 hospitals across the Kansas City area and the surrounding region, as well as home care and hospice, behavioral healthcare, dozens of physician practices, and more. Its research programs contribute to advances in healthcare regionally, nationally, and internationally.

Saint Luke’s offers:

- The region’s only adult heart transplant program, and one of the nation’s leading cardiovascular disease outcome research programs, at Saint Luke’s Mid America Heart Institute;
- Treatment for complex brain and spinal cord diseases, and the nation’s leading stroke reversal program dedicated to preventing and treating stroke, at Saint Luke’s Marion Bloch Neuroscience Institute;
- A Level I trauma center;
- Advanced surgical care;
- Liver and kidney transplantation programs;
- A comprehensive maternal-fetal diagnostic and treatment center;
- A Level IIIb Neonatal Intensive Care Unit (one of the highest levels of neonatal care according to national standards);
- An eICU, an innovative electronic intensive patient care and monitoring program that spans multiple hospitals throughout the region and enhances outstanding bedside care; and
- A nationally recognized children's behavioral health center.

Saint Luke’s history of award-winning care has included being recognized by *U.S. News & World Report* in 2013, 2014, 2015, and 2016. Beginning in 2007 and continuing to the most recent listing in 2015, the Saint Luke’s Health System has won the Most Wired Award by Hospital and Health Networks. In 2012, the Saint Luke’s Health System was named one of the Best Places to Work by the *Kansas City Business Journal*. In 2003, Saint Luke’s Hospital was selected by the Department of Commerce as a recipient of the prestigious Malcolm Baldridge National Quality Award in the category of healthcare. It was the first business in Kansas City ever to win the award, which was presented by President George W. Bush in a ceremony in Washington, D.C.
Saint Luke’s Foundation

For more than five decades, Saint Luke’s Foundation has secured vital support for Saint Luke’s medical, education, and research programs.

Saint Luke’s Foundation was founded in 1963 to support Saint Luke’s Hospital’s role as a private academic medical center with funding for medical and nursing education, research, charity care, and medical programs. Over the years, the Foundation’s mission has expanded to include all Saint Luke’s campuses in the Kansas City metro area — Saint Luke’s East Hospital, Saint Luke’s North Hospital (Barry Road and Smithville), and Saint Luke’s South.


High-quality patient care and medical education go hand in hand. That is why, in a Business Week article entitled "How to Pick a Good Hospital," readers were advised to pick a good teaching hospital. Time magazine echoed this sentiment when it referred to teaching hospitals like Saint Luke’s as the "crown jewels of American medicine."

Saint Luke’s Hospital is the primary private teaching hospital affiliated with the University of Missouri-Kansas City School of Medicine. The Foundation provides substantial support to Saint Luke’s residency, fellowship, and endowed chair programs. Charitable gifts also provide critical ongoing support to scholarships and programs at Saint Luke's College of Health Sciences, which offers bachelor’s and master’s degrees in nursing.

The Foundation’s most recent campaign, a four-year effort that concluded in 2007, raised $85 million, a $10 million increase over the original campaign goal, for campus improvements, medical and educational programs, research, and community services. With assets of $165 million in investments and $12.5 million in real estate (Westport Today), the Foundation raises between $10-15 million in charitable contributions annually, and received $10 million in non-charitable research funding and disbursed $24 million in grants to Saint Luke’s Health System within the last two years.
Role of the Senior Vice President of Development of the Saint Luke’s Health System and Executive Director of the Saint Luke’s Foundation: Opportunities and Expectations

According to an assessment conducted by the consulting firm of Washburn & McGoldrick LLC, the Foundation has the capacity to increase its fundraising performance to at least $25 million per year over the next three to five years with strong administrative and Board leadership, clarity of Foundation purpose, increased gift officer productivity, and greater alignment with the Saint Luke’s Health System. Washburn & McGoldrick’s Organizational Review of the Foundation, along with its recommendations, will be shared with finalists for the position and provides an excellent roadmap for the incoming Senior Vice President/Executive Director.

The hiring of a seasoned Senior Vice President/Executive Director is a critical step in propelling fundraising forward for the System. The incoming SVP/ED will serve as a dynamic and strategic partner to key leadership across the System and Foundation to increase capacity and effectiveness.

Specific areas of opportunities and expectations include:

**ENHANCING SAINT LUKE’S HEALTH SYSTEM’S PHILANTHROPIC CULTURE AND BROADENING THE DONOR BASE**

The Foundation has built and sustained strong relationships with a small cadre of prominent Kansas City individuals and families whose extraordinary support over decades represents a significant majority of the major gifts to Saint Luke’s. There is an opportunity to build upon these relationships with long-term top donors to expand the group of high-level donors and engage new top prospects. The Foundation needs to build upon its history of reaching out to prospective donors in strategic, compelling, and personal ways, using peer influence, to encourage community members, grateful patients, and their families to give to the Foundation.

The charge of the incoming SVP/ED is to increase the broad base of community donors and “grateful patient” donors, a base that will function as a feeder system to develop new major gift donors.

**EXPANDING A GRATEFUL PATIENT PROGRAM**

The Foundation has begun a program to educate doctors, the frontline of donor prospecting for grateful patients, on patient engagement. Expanding this program will unlock a much larger patient pool and will be a critical step in realizing the Foundation’s full fundraising potential.
STRATEGIC GOAL SETTING AND IMPLEMENTATION
The incoming SVP/ED will work closely with the SLF Board and the SLHS CEO to create goals and implementation plans for the Foundation to meet broader, agreed-upon institutional priorities. Specifically, the SVP/ED will need to lead a development planning process that meets current Saint Luke’s Health System priorities and lays the groundwork for forthcoming campaigns.

BUILDING AND DEVELOPING A BEST PRACTICE OPERATION
The Senior Vice President/Executive Director will create within the Foundation a structure and system that promotes state-of-the-art research; pipeline-oriented relationship building; donor relations and stewardship; marketing and communication strategies; policies and procedures; and data-driven decision making. The SVP/ED will work to develop a strong team environment with a clearly shared vision and measurable goals that are aligned with the Foundation Board’s and the Health System’s vision.

The Foundation staff share a passion for medical research and patient care and take great pride in their affiliation with Saint Luke’s. The incoming SVP/ED will lead by example, bringing breadth and depth of fundraising experience to provide coaching and mentoring opportunities to the staff.

Position Overview:
Reporting to the Saint Luke’s Health System CEO and the Foundation Board, the Senior Vice President/Executive Director serves as the chief administrative officer of Saint Luke’s Foundation and is responsible for strategic planning, staff leadership, and the acquisition and distribution of funds for medical education, research, and other clinical and charitable programs within Saint Luke’s Health System. Selected by the Saint Luke’s Foundation Board of Trustees and the System CEO, the Senior Vice President/Executive Director is responsible for achieving established fundraising goals and implementing all policies, procedures, and programs approved by the Board of Trustees.

In addition to serving as the leader of the Foundation, the new SVP/ED is a vital and contributing member of the leadership team of the Health System. S/he is a member of the President and Chief Executive Officer’s senior cabinet, a nine-person team responsible for all planning discussions and decisions around funding priorities with the Health System.

In addition, the SVP/ED serves as an executive of Westport Today of Kansas City LLC, a for-profit real estate subsidiary of Saint Luke’s Foundation, which was created when the Foundation was gifted with properties in the neighborhood directly west of Saint Luke Hospital of Kansas City. The purpose of Westport Today is to help maintain and renew the area so that it is a compatible neighborhood in which to fulfill the hospital’s healing mission. The SVP/ED serves as the chief administrative officer.
The new Senior Vice President/Executive Director will demonstrate the following skills and experiences:

- Significant successful experience in both major gifts fundraising and fundraising management with a complex, multi-hospital health system;
- Political acumen, sophistication, diplomacy, and a collaborative nature to navigate well within a complex health system;
- Substantial and positive experience working closely with volunteer boards;
- Leadership ability, to articulate vision and plan/execute strategy, and to lead by example;
- Change agent/risk-taking skills to adapt to changing markets;
- Strong communication and public speaking presence; and
- Ability to interact well with volunteers, healthcare professionals, foundation staff, and donors at every level, with earnestness and humility.

**Responsibilities:**

- Responsible for all fundraising programs and campaigns of the Foundation.
- Manages the staff and volunteers in the acquisition of gifts and grants from individuals, foundations, and corporations.
- Responsible for the fiscal management of the Foundation, including the designation of gift resources and funds, the administration of the operating budget, and proper acknowledgement, allocation, and investment of philanthropic resources as determined by the appropriate committees of the Foundation Board.
- Responsible for effective communications and sustaining a good working partnership between the Foundation and the Health System, including trustee, committee, and staff relations.
- Expected to maintain and expand a donor and prospect relationship program, provide recognition, and supervise a program of donor communications and stewardship.
- Develops annual organizational goals and objectives consistent with the mission and vision of Saint Luke’s Foundation, ensuring alignment with the mission and vision of Saint Luke’s Health System and its priorities and programs.

**Staff Size and Description:**

- The Foundation staff numbers 11, encompassing Fundraising; Accounting; Database Management/Gift Processing; Communications, Events, and Donor Relations; and Business Operations. There are plans to add five mission-critical positions in the next three years, and grow the team incrementally to 25-30 staff in alignment with the larger strategy of increasing charitable
giving across the Health System. The staff is housed at the Foundation office and distributed regionally at hospitals and offices in the Kansas City area.

**Benefits:**

To view employee benefits, please click here.

**Location**

**Kansas City, MO:**

Kansas City is the sixth largest city in the Midwest and the 36th largest city by population in the United States. It is the anchor city of the Kansas City metropolitan area, which straddles the Kansas and Missouri border. The city is sometimes referred to as the "Heart of America" as it is near both the population center of the United States and the geographic center of the 48 contiguous states. Kansas City is often abbreviated as KC and is officially nicknamed the "City of Fountains." With over 200 fountains, the city claims to have the 2nd-most in the world, just behind Rome. The city has more boulevards than any other city except Paris and has been called "Paris of the Plains."

Kansas City has always been an entrepreneurial city. Companies such as Hallmark, Sprint, DST, Cerner, H&R Block, Garmin, and Russell Stover Candies all call Kansas City home. Other major corporations with headquarters in Kansas City include, Hostess Brands, AMC Theatres, and Entertainment Properties Trust. Ford Motor Company also operates a large manufacturing facility in Claycomo, and the General Motors Fairfax Assembly Plant is located in adjacent Kansas City, Kansas. One of the largest U.S. drug manufacturing plants is the Sanofi-Aventis plant located in south Kansas City on a campus developed by Ewing Kauffman’s Marion Laboratories.

However, a true renaissance in entrepreneurship and a renewed sense of a vibrant startup community has skyrocketed of late in Kansas City, MO. Recently, the Kauffman Foundation showed that the city has the third highest increase overall among the largest U.S. metropolitan areas in high-tech startup density from 1990-2010; and ranked first when based only on information and communications technology. Kansas City’s growing tech density and its burgeoning startup activity has resulted in national technology players truly
taking note. Kansas City will continue to be a catalyst for growth in the entrepreneurial sector in America and its technology innovation prowess is proving to be on the rise.

The city has several distinguished neighborhoods, each with its own rich history. The Country Club Plaza, or simply “the Plaza”, is an upscale, outdoor shopping and entertainment district. It was the first suburban shopping district in the United States, designed to accommodate shoppers arriving by automobile, and is surrounded by apartments and condominiums, including a number of high-rise buildings. The associated Country Club District to the south includes the Sunset Hill and Brookside neighborhoods, and is traversed by Ward Parkway, a landscaped boulevard known for its statuary, fountains, and large, historic homes. Kansas City’s Union Station is home to Science City, restaurants, shopping, theaters, and the city’s Amtrak facility.

Downtown Kansas City currently is undergoing a period of change with over $6 billion in development since 2000. Many residential properties recently have been or currently are under redevelopment in three surrounding warehouse loft districts and the Central Business District. The Power & Light District, a new, nine-block entertainment district comprises numerous restaurants, bars, and retail shops. It is anchored by the Sprint Center, a 19,000-seat complex that has become a top draw for sports and musical entertainment.

Crown Center is a commercial complex and neighborhood located near downtown. The shopping center is anchored by Halls, a department store owned and operated by Hallmark Cards. Crown Center contains numerous residences, retail establishments, entertainment venues, and restaurants. It is also home to Kansas City’s two largest hotels, the global headquarters of Hallmark Cards, and the headquarters of two of Kansas City’s largest law firms.

Kansas City offers variety by way of cultural life. Kansas City’s Muriel Kauffman Theatre presents a diversity of entertainers and performances from around the world, including pop and country entertainers, Broadway productions, comedy shows, and more. The Kauffman Theatre is also the home of the Kansas City Ballet, performing classical to contemporary ballets, and Lyric Opera of Kansas City. The Kansas City Symphony performs at the Kauffman Center for the Performing Arts.

The Nelson-Atkins Museum of Art, an institution of national and international renown, delivers unparalleled opportunities to enjoy, appreciate, and understand the finest visual arts and the varied cultures they
represent. It serves as a vital partner in the educational, social, and cultural life of its community. Every summer from mid-June to early July, The Heart of America Shakespeare Festival performs at Southmoreland Park near the Nelson-Atkins Museum.

Also located near Downtown Kansas City is the 39th Street District, which is known as Restaurant Row, and features one of Kansas City's largest selections of independently owned restaurants and boutique shops. It is a center of literary and visual arts, and bohemian culture.

The National Football League’s Kansas City Chiefs was founded in 1960 as the Dallas Texans, and was a charter member of the American Football League (AFL). In 1963, the team relocated to Kansas City and assumed its current name. The Chiefs joined the NFL in the 1970 AFL–NFL merger. The Chiefs won three AFL championships, in 1962, 1966, and 1969, and in 1970 became the second AFL team (after the New York Jets) to defeat an NFL team in an AFL–NFL World Championship Game when they defeated the Minnesota Vikings in Super Bowl IV.

Since April 10, 1973, the American League’s Kansas City Royals have played at Kauffman Stadium, formerly known as Royals Stadium. The team has participated in four World Series, winning in 1985 and 2015.

Soccer’s popularity, at both professional and youth levels, as well as Children’s Mercy Park’s popularity as a home stadium for the U.S. Men’s National Team, has led to Kansas City’s appellation as the “Soccer Capital of America.”

For more information about Kansas City, please visit:
https://www.visitkc.com/visitors/things-do
http://kansascity.about.com/

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Kirstin P. Salzman

President
Saint Luke’s Foundation

Ms. Salzman is a partner at Husch Blackwell in Kansas City, specializing in Mergers & Acquisitions, Securities Law & Corporate Governance & Education, Technology, and Manufacturing & Transportation.

In her law practice, Ms. Salzman provides transactional legal guidance and strategic advice to a wide range of clients in the manufacturing and healthcare industries. She counsels these clients in mergers, acquisitions, joint ventures, governance issues, private equity and venture capital investments, employment agreements, outsourcing transactions, and other complex contractual arrangements. Her practice is national in scope, and she has represented Fortune 500 public companies, midsized and smaller private companies, and large nonprofit hospital systems. In addition, she regularly advises private equity and mezzanine funds in portfolio investments.

Ms. Salzman earned her J.D. at Northwestern University School of Law, 1995, cum laude and an A.B., Duke University, 1991, magna cum laude.

Thomas W. Wagstaff

Chairman of the Board
Saint Luke’s Foundation
Chairman
Board of Directors of Saint Luke’s Health System
Former President of the Board of Saint Luke’s Hospital of Kansas City

In 1997, Tom Wagstaff and his partner Tom Cartmell, formed the firm of Wagstaff & Cartmell LLP. Mr. Wagstaff has practiced in the area of civil trial work with an emphasis on medical malpractice, products liability, and business litigation.

Over the course of his career, Mr. Wagstaff has tried close to 100 cases to a verdict. For the past several years, he has served as a mediator in both tort and business law disputes with excellent results in obtaining settlements.
Mr. Wagstaff is a generous and committed contributor to the practice of law. He is a fellow in the American College of Trial Lawyers, has an AV rating with Martindale Hubbell, and is a member of the American Board of Trial Advocates (ABOTA). In 2009, he served as president of the Western Missouri and Kansas Chapter of ABOTA. He has frequently participated in ABOTA’s Masters in Law Program.

Mr. Wagstaff is a frequent speaker at seminars in Missouri and Kansas on trial techniques and discovery strategy. He has been selected for inclusion in the Best Lawyers in America every year since 2002 for his work in personal injury litigation. He has also been selected each year as one of “The Best of the Bar” in civil litigation by members of the local Bar since the inception of that award.

Mr. Wagstaff has served on the board of directors of the Kansas City Metropolitan Bar Association. He has been active in many community affairs having served on the board of the Heart of America Council of the Boy Scouts of America and the Crippled Children’s Nursery School. He is currently chair of the board of directors of Saint Luke’s Health System and president of the board of Saint Luke’s Hospital of Kansas City.

Melinda L. Estes, M.D.
President and Chief Executive Officer
Saint Luke’s Health System

Appointed in June 2011, Melinda L. Estes, M.D., MBA, is president and CEO of Saint Luke’s Health System. Dr. Estes, has extensive experience leading hospital systems, including Fletcher Allen Healthcare in Burlington, Vt., where she previously was president and CEO, and Cleveland Clinic Florida in Weston and Naples, Fla. A board certified neurologist and neuropathologist, Dr. Estes also holds a Master’s degree in business administration from Case Western Reserve University.

In 2003 Dr. Estes was appointed president and chief executive officer of Fletcher Allen Healthcare, a $900 million academic medical center serving the state of Vermont and northern New York, where she effectively guided the healthcare system back to financial health while expanding services, forging alliances, and implementing an extensive strategic planning process. Her experience encompasses nearly two decades at The Cleveland Clinic healthcare system, where she held a variety of positions of progressive responsibility. She served as CEO at Cleveland Clinic Florida from 2001–2003. Her career also includes serving as senior vice president of medical affairs and executive vice president of the MetroHealth System in Cleveland.

Dr. Estes’ strong academic and research background includes serving on the faculty as a clinical professor of pathology at University of Vermont College of Medicine, as professor of pathology at Case Western Reserve University School of Medicine, and as associate professor of anatomic pathology and neuropathology at
Ohio State University, College of Medicine. She has published numerous book chapters, book and article reviews, and abstracts in addition to more than 100 scientific research papers.

Dr. Estes is married to Harold Morris, M.D., a neurologist, and is the mother of two. She is a musician, enjoys hiking and cooking, and is an avid race walker.
Saint Luke’s Health System Leadership:

**Melinda L. Estes, M.D.**  
President and Chief Executive Officer

**Bob Bonney**  
Senior Vice President, Non-Acute Services & Business Development

**Leonardo J. Lozada, M.D.**  
Senior Vice President, Chief Physician Executive

**Katherine A. Howell, R.N**  
Senior Vice President, Chief Nurse Executive

**Dawn Murphy**  
Senior Vice President, Human Resources

**Jan Murray**  
Senior Vice President and Chief Legal Officer

**Julie Quirin**  
Senior Vice President, Hospital Operations

**Chuck Robb**  
Senior Vice President, Finance & Administration and Chief Financial Officer