



Winter Park Health Foundation

President and Chief Executive Officer Winter Park Health Foundation

Leadership Profile

February 2024

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The Opportunity

Founded in 1994, the Winter Park Health Foundation (WPHF), based in Winter Park, FL, is a recognized leader in funding, developing, and implementing innovative programs that improve the quality of life, support healthy lifestyles, health outcomes, and the wellbeing of its communities. As a private foundation, WPHF focuses on three Central Florida communities – Eatonville, Maitland, Winter Park, and surrounding neighborhoods. With a vision to create the healthiest communities in the United States, WPHF directs its efforts and resources to address barriers to healthy living and to promote health and wellbeing for all residents by investing in initiatives, programs, grants, and facilities. The WPHF has assets of \$136 million and a staff of approximately 50.

With the retirement of its inaugural and only President, Patricia Maddox, WPHF seeks a dynamic, visionary, and mission-driven leader to serve as its next President and Chief Executive Officer (President & CEO). Reporting to and working collaboratively with the Board of Trustees, including nine community leaders, the President & CEO is responsible for positioning the foundation for the future by establishing a vision and developing a strategic plan. Key to this vision and strategy is understanding the needs of its communities and developing recommendations for how WPHF can address those needs both on its own and in partnership with others. The President & CEO will also develop and oversee the implementation of WPHF's programs and services to make a positive difference in the community by optimizing foundation resources, including the Center for Health and Wellbeing.

The ideal candidate will have a passion for the WPHF's communities, strong leadership skills, and a track record of driving positive change, catalyzing community collaboration and innovation, and continuously developing WPHF as a resource for improving the community's health. This new leader must also have strong financial and operational insight to maximize the resources of WPHF and enable them to maximize their impact on the community.

This is a once-in-a-lifetime opportunity for the right person to build upon a foundation with a strong reputation and established track record of success and make it a national model for other health-based foundations.

Organizational Overview

Winter Park Health Foundation's History

Winter Park Health Foundation's history began in 1951 when residents joined forces to build a community hospital. The group established the Winter Park Memorial Hospital Association (WPMHA). The doors to Winter Park Memorial Hospital opened in 1955, and it continued to expand in size and services, providing the community with first-class health care.

For nearly 40 years, WPMHA operated the hospital, broadening its trusted role of addressing the community's expanding health care needs. In 1994, the Association forged a partnership with Columbia/HCA Healthcare Corporation to manage and co-own the hospital. Winter Park Memorial Hospital continued to thrive, and the Association focused on addressing the health and wellness needs of area residents through community outreach services and facilities.

The Association became the Winter Park Health Foundation, initially focused on operating the Peggy & Philip B. Crosby Wellness Center, developing and opening the Elinor & T. William Miller, Jr. Center for Older Adult Services, and providing a wide variety of outreach programs. In 2000,

WPHF sold its remaining interest in the Winter Park Memorial Hospital. The hospital became part of AdventHealth, and the Foundation became an independent, private foundation.



Today, WPHF strives to build healthier communities (Winter Park and surrounding communities, including Maitland and Eatonville) through a creative mix of grants, initiatives, programs, and facilities. As a long-trusted leader addressing health and health care issues, the Foundation is recognized as a catalyst for community health research and collaboration.

Vision

To create the healthiest communities in the United States.

Mission

To make a positive difference in people's lives by optimizing physical, mental and social health and wellbeing.

Values

- Accountability
- Collaboration
- Excellence
- Innovation
- Learning

WPHF's strategy is to engage partners and empower residents to support healthy behaviors; address barriers to health; create healthy habits where people live, learn, work and play; and make health a priority.

Winter Park Health Foundation Community Facilities

The Center for Health & Wellbeing (CHWB)

The 80,000-square-foot, state-of-the-art facility was designed to offer the best health and wellness programs, empowering healthy and active lifestyles. More than a building, the Center is a place for community.

The CHWB was born from many years of collaboration between the Winter Park Health Foundation and AdventHealth, and the desire from both organizations to make a more significant, longer-lasting impact on the whole-person health of our communities.



Wholeness

Featuring a design that blends the healing power of nature with state-of-the-art health programs and services, the CHWB offers a fully integrated, innovative, whole-person health experience. From community education programs and cooking classes to tranquility found in one of our many Gardens, the offerings are designed to maximize whole-person potential at the CHWB.

Fitness

A cornerstone of the community since 1989, the modernized Crosby Wellness Center features two pools, the latest weight and cardio equipment, and fitness studios hosting a robust selection of group exercise classes, personal training, medical fitness programs, and more led by certified professionals. Certified by the Medical Fitness Association as a Medical Fitness Facility, the Crosby Wellness Center is continually improving and refining its offerings to set it apart from any other fitness center.

Medicine

Whether guests need physical therapy, primary and specialized medical care, prescription refills, or relaxation, the Center utilizes a unique, integrated approach to healthcare. The AdventHealth medical team includes physicians, physical therapists, acupuncturists, and massage therapists for support. Additionally, there is a lab and pharmacy at the Center.

Elinor & T. William Miller, Jr. Center for Older Adult Services

Owned by the Winter Park Health Foundation and operated by Easterseals Florida, the Miller Center opened in 1996 and is home to Day Break at Winter Park, an adult day services program for adults with disabilities and/or special needs, including Alzheimer's or other dementia-related disorders.

Open on weekdays, the Day Break program allows family members and caregivers to continue working in the community, knowing their loved one is in a safe, stimulating environment during the day.

Winter Park Health Foundation's Key Initiatives

Coordinated Youth Initiative (CYI):

In the belief that *Healthy Kids Make Better Students and Better Students Make Healthy Communities*, the Winter Park Health Foundation sponsors a variety of programs aimed at tending to the mental and physical wellbeing of the children and youth in the community. CYI is the Foundation's oldest and perhaps best-known initiative, partnering with 13 public schools and serving up to 11,000 students annually since 1997.

The CYI is a partnership between the Winter Park Health Foundation and Orange County Public Schools (OCPS). The following CYI programs are funded by the Foundation in the 13 public schools serving children and youth living in Eatonville, Maitland, and Winter Park.

CHILL Counseling Program – A school-based counseling program for students in sixth through 12th grade who need help with issues such as divorce, grief and loss, low self-esteem, anger management, and depression. CHILL Counselors focus on prevention and early intervention programs. There is no cost to students or families.

School Nursing Services – Licensed nurses at school provide a variety of services and can handle emergencies and treat illnesses so children can return to class as quickly as possible, ready to learn and make the most of the school day. Financial support from WPHF helps schools upgrade from a basic school health aide to hire a Licensed Practical Nurse or Registered Nurse.

School-Based Health Centers – When the need exists, school nurses can refer students to two health centers staffed by Nurse Practitioners (located on the Glenridge Middle and Winter Park High campuses). The NPs provide important services to students whose families don't have adequate health care coverage or access to a health care provider for their children.

Healthy School Teams (HST) – A concept developed by the Foundation and piloted in the 13 schools, HSTs are comprised of stakeholders within the schools and community who plan and present activities that promote health and wellbeing among students and staff. The WPHF funds HST programs and efforts at each school. Based on the success of HSTs to ensure the implementation of school district wellness policies, OCPS now requires all its schools to have an official group to plan and oversee wellness policies and activities on campus.

The 2023 WPHF budget for grantmaking was just over 1 million (which includes the CYI noted above). Total grants awarded for 2023 were approximately \$331,000 and \$669,000 for CYI.

Position Summary

Reporting Relationships

The WPHF President & CEO reports to the Board of Trustees. Direct reports to the President & CEO include:

- Chief Financial Officer
- Executive Vice President
- Senior Director, Community Impact & Engagement
- Senior Director, CHWB Operations
- Senior Director, Clinical Integration
- Administrative Assistant

Responsibilities

Strategic Leadership

- Develop and articulate a clear vision and strategic direction for WPHF in collaboration with the Board of Trustees.
- Lead the development and implementation of strategic plans, initiatives, and programs to achieve organizational goals and objectives.
- Stay abreast of emerging trends, best practices, and innovations in the field of community health and wellness and provide education to both Board and Staff.

Organizational Management

- Provide effective leadership and oversight of all aspects of WPHF's operations, including finance, administration, programs, and personnel.
- Foster a culture of excellence, collaboration, and innovation throughout the organization.
- Ensure compliance with relevant laws, regulations, and ethical standards.

Community Engagement

- Serve as a visible and active advocate for WPHF within the communities served and the surrounding areas.
- Build and maintain strong relationships with key stakeholders, including community leaders, partners, funders, and donors.
- Represent WPHF in community forums, events, and meetings to promote its mission and initiatives.
- Serve on key boards in the community designed to increase the reach and recognition afforded the WPHF.

Partnership Development

- Represents WPHF to external stakeholders, assuring the mission and programs are accurately understood and operated.
- Identify and cultivate strategic partnerships with local organizations, businesses, healthcare providers, and other stakeholders to enhance the impact and reach of WPHF's programs and initiatives.
- Collaborate with AdventHealth and other healthcare partners to maximize opportunities for partnership and collaboration.

Financial Management

- Lead efforts to secure funding and resources to support WPHF's programs, initiatives, and operations.
- Cultivate relationships with donors, foundations, and other funding sources to expand WPHF's financial base and sustainability.
- Understanding of investments and investment strategies.
- Understanding of private foundation spending requirements in accordance with IRS regulations.

Board Relations

- Work closely with the Board to provide regular updates, reports, and recommendations on organizational performance, strategic initiatives, and governance matters.
- Support the Board in fulfilling its fiduciary responsibilities and strategic oversight role.

Staff Development and Management

- Recruit, hire, and retain a high-performing team of professionals dedicated to advancing WPHF's mission.
- Provide leadership, mentorship, and professional development opportunities for staff members to support their growth and success.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

Build Relationships: Learn and understand the history, mission, and values of the Winter Park Health Foundation, its programs, services, diverse communities served, staff, and partners to build on the organization's culture of support and wellbeing. Build trust and strong working relationships with key internal and external constituents, especially those related to community health.

Programs and Services: Evaluate programs, services, and initiatives to determine alignment to mission and ensure they benefit the communities served while operating optimally and with appropriate staffing.

Community Engagement: Develop and implement community engagement initiatives to strengthen relationships with local residents, organizations, and leaders. Actively participate in community events, forums, and meetings to understand community needs and concerns. Establish partnerships with local businesses, schools, and non-profits to support community development and wellbeing. Serve on key boards in the community.

Maximize Partnership with AdventHealth: Identify and leverage opportunities for collaboration and partnership with AdventHealth to enhance services and expand reach. Establish regular communication channels with AdventHealth leadership to explore joint initiatives, projects, and resource sharing. Work closely with AdventHealth to align strategic goals and initiatives for mutual benefit and impact.

Development of a New Vision and Strategic Plan: Facilitate a comprehensive assessment of WPHF's current state, strengths, weaknesses, and opportunities. Engage key stakeholders, including board members, staff, and external partners, in the strategic planning process. Develop a clear and compelling vision for the future of WPHF, along with strategic objectives and action plans to achieve it.

Identify Profitable Opportunities for the Center for Health and Wellbeing: Conduct a thorough analysis of the Center for Health's operations, finances, and market positioning. Identify new revenue streams, cost-saving measures, and efficiency improvements to enhance profitability. Explore innovative business models, partnerships, and services that align with the Center for Health's mission while generating revenue.

Assess Systemic Solutions to Community Needs: Collaborate with stakeholders to identify systemic issues and root causes of community needs and challenges. Develop and advocate for policy recommendations, programs, and initiatives aimed at addressing underlying systemic issues. Foster cross-sector partnerships and collective impact strategies to drive systemic change and sustainable solutions.

Engage and Mentor Next Level Leadership: Identify high-potential leaders within the organization and provide them with opportunities for growth and development. Foster a culture of transparency, leadership excellence, collaboration, and continuous learning throughout the organization.

Candidate Qualifications

Education/Certification

Master's degree in public health, healthcare administration, business administration, or a related field preferred.

Knowledge and Work Experience

- Minimum of 10 years of progressive leadership experience in the non-profit sector, healthcare, public health, or related fields.
- Demonstrated track record of strategic planning, organizational management, and program development.
- Strong understanding of community health issues, social determinants of health, and healthcare delivery systems.
- Excellent communication, interpersonal, and relationship-building skills.
- Proven ability to cultivate partnerships, mobilize resources, and engage stakeholders effectively. Proven ability to train, develop and manage a senior leadership team.

Leadership Skills and Competencies

Visionary Leadership: Ability to develop and articulate a compelling vision for the organization's future direction. Strategic thinking to anticipate and capitalize on opportunities for advancing the mission of the foundation. Inspires and motivates others to rally behind the vision and work towards common goals.

Strategic Planning and Execution: Proficiency in developing strategic plans and translating them into actionable goals and objectives. Capacity to assess the competitive landscape, identify trends, and make informed decisions to drive organizational success. Demonstrated ability to allocate resources effectively and prioritize initiatives based on strategic priorities.

Community Engagement and Relationship Building: Strong interpersonal and communication skills to engage with diverse stakeholders, including community leaders, partners, donors, and beneficiaries. Builds and maintains trust-based relationships to foster collaboration, garner support, and mobilize resources for the foundation's initiatives. Actively listens to community needs and perspectives, demonstrating empathy and cultural competence.

Partnership Development and Collaboration: Proven track record of cultivating strategic partnerships and alliances with key stakeholders, including healthcare providers, government agencies, non-profit organizations, and corporate entities. Collaborative mindset to leverage collective expertise, resources, and networks to achieve shared goals and maximize impact. Negotiation skills to navigate complex partnerships, agreements, and joint initiatives for mutual benefit.

Financial Management and Resource Mobilization: Sound financial acumen to oversee budgeting, financial planning, and resource allocation processes. Ability to diversify funding streams, secure grants, donations, and sponsorships, and optimize revenue generation opportunities. Ensures fiscal responsibility, transparency, and accountability in managing the foundation's financial resources.

Change Leadership and Innovation: Agility and adaptability to navigate change, uncertainty, and disruption in the healthcare landscape. Champions innovation and continuous improvement to address evolving community needs and challenges. Encourages experimentation, learning, and risk-taking to drive innovation and drive organizational effectiveness.

Team Building and Talent Development: Strong people management skills to recruit, develop, and retain a high-performing team of professionals. Creates a culture of collaboration, accountability, and empowerment where individuals can thrive and contribute their best. Provides mentorship, coaching, and professional development opportunities to support staff growth and career advancement.

Ethical Leadership and Integrity: Demonstrates unwavering integrity, honesty, and ethical conduct in all interactions and decision-making. Upholds the highest standards of professionalism, transparency, and accountability in managing the foundation's affairs. Leads by example, inspiring trust and confidence among stakeholders and fostering a culture of ethical behavior throughout the organization.

Communication and Advocacy: Exceptional verbal and written communication skills to effectively convey complex ideas, information, and messages to diverse audiences. Advocates for the foundation's mission, priorities, and initiatives through public speaking, media engagement, and other communication channels. Builds awareness, support, and momentum for key initiatives, mobilizing stakeholders to take action and create positive change.

Resilience and Emotional Intelligence: Maintains composure, resilience, and grace under pressure, navigating challenges and setbacks with poise and confidence. Demonstrates emotional intelligence, empathy, and self-awareness in understanding and managing one's own emotions and those of others. Adapts to diverse personalities, perspectives, and work styles, fostering a culture of inclusivity, respect, and collaboration within the organization.

Desired Attributes: Exhibits self-confidence. Inspires and motivates others to perform. Displays passion and optimism. Inspires respect and trust. Mobilizes others to fulfill the vision and mission of the organization. Communicates changes effectively. Builds commitment and overcomes resistance. Exhibits sound and accurate judgment.

The Community

Winter Park, Florida

Winter Park is a vibrant and culture-rich community that enjoys abundant outdoor spaces, sprawling lakes, and award-winning public schools served by Orange County Public Schools. The City of Winter Park is nestled along a chain of lakes. Near the Orlando International Airport, Winter Park, FL, is one of Florida's finest cities. It is famous for its stately trees, abundant parks, brick-lined streets, spectacular homes, world-class museums, vibrant lakes, and fine shops along Park Avenue and Hannibal Square. Downtown Winter Park Historic District is listed on the National Register of Historic Places.

Winter Park is a city of culture and heritage, renowned for several of its annual festivals with a population of 32,000 residents.

Winter Park is served by several healthcare facilities, including AdventHealth Winter Park and Orlando Health. Winter Park's economy is diverse, with healthcare being a significant contributor alongside the education, tourism and technology sectors.

The arts- and culture-filled city includes Rollins College, the Charles Hosmer Morse Museum of American Art, which houses the largest collection of Tiffany glass, and The Albin Polasek Museum & Sculpture Gardens. The Winter Park Sidewalk Art Festival is one of the nation's oldest, largest juried outdoor art festivals, rated among the top shows by Sunshine Artist and American Style magazines. Each April the Polasek Museum hosts the Winter Park Paint Out, during which artists paint en plein air, French for "in the open air," throughout the streets of Winter Park. The National Endowment for the Arts, the White House, Congress and many others have lauded the Festival for promoting art and art education in Central Florida.



Rollins College, in the heart of Winter Park, is a private liberal arts college ranked first in U.S. News and World Report's 2024 review of Southeast regional universities.

Winter Park features open park space, residential neighborhoods, golf courses, and a street-side shopping district along Park Avenue, making it a nature lover's destination. Here, you will find more than 26 parks, all home to various events, festivals, and celebrations throughout the year - and available to anyone looking for a place to sit in the shade and enjoy a beautiful Central Florida afternoon. The lakes surrounding Winter Park are popular for boating, fishing, kayaking, and water sports.

For more information about living in Winter Park, visit <http://cityofwinterpark.org/>

Maitland, Florida

Maitland, Florida, situated in Orange County and with a population of 18,000, holds a rich history that reflects the evolution of Central Florida. Originally inhabited by Native American tribes such as the Timucua, the area was later colonized by European settlers in the 19th century. Incorporated as a town in 1885, Maitland experienced significant growth during the late 19th and early 20th centuries, driven by its strategic location along the railroad line.

Throughout the 20th century, Maitland continued to evolve as a residential suburb of Orlando, attracting residents seeking a suburban lifestyle close to urban amenities. The town's picturesque landscapes, including its scenic lakes and parks, further contributed to its appeal as a desirable place to live.

Today, Maitland is a thriving community known for its cultural attractions, including the Maitland Art Center, which is listed on the National Register of Historic Places, and the Maitland Historical Museum. The town also boasts a vibrant arts scene, with numerous galleries and cultural events throughout the year.

For more information about living in Maitland, visit <https://itsmymaitland.com/>

Eatonville, Florida



Eatonville, Florida, holds a significant place in American history as the oldest incorporated African American municipality in the United States. Founded in 1887, Eatonville emerged during the Reconstruction Era, a period marked by significant social and political changes following the Civil War.

Later, Eatonville gained national recognition through the writings of one of its most famous residents, acclaimed author Zora Neale

Hurston. Hurston, who spent her formative years in Eatonville, immortalized the town in her works, depicting its rich cultural heritage and vibrant community life. Her writings helped elevate Eatonville's significance as a symbol of African American resilience and cultural expression.

Today, Eatonville continues to celebrate its heritage through various cultural events and initiatives, preserving its historical significance for future generations. As the oldest incorporated African American municipality in the United States, it has a population of 2,100. Eatonville stands as a testament to the enduring legacy of African American perseverance, determination, and community solidarity.

For more information about living in Eatonville, [Visit Eatonville - eatonvillecra.org](http://eatonvillecra.org)

Timeline

Potential interview dates for this position have been outlined as follows:

Paper presentation of qualified candidates to Search Committee: Wednesday, May 1

Round One interview dates: Wednesday, May 15 & Friday, May 17

Round Two interview dates: End of May

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

Procedure for Candidacy

WittKieffer is assisting Winter Park Health Foundation in this search. The search process is currently underway and will continue until the position is filled.

Please direct all applications, inquiries, and nominations to, Julie Rosen, Adriane Willig and Stephanie Ikediobi via email, at: sikediobi@wittkieffer.com. The WittKieffer consultants supporting this search include:

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Winter Park Health Foundation is an Equal Employment Opportunity (EEO) employer. It is the policy of the Organization to provide equal employment opportunities to all qualified applicants without regard to race, color, religion, sex, sexual orientation, gender identify, national origin, age, protected veteran or disable status, or genetic information.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Winter Park Health Foundation documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix



WINTER PARK HEALTH FOUNDATION, INC.
Staff Organization Chart

