

NANTUCKET COTTAGE HOSPITAL

www.nantuckethospital.org

EXECUTIVE DIRECTOR NANTUCKET COTTAGE HOSPITAL FOUNDATION

Our vision is to be a beautiful small jewel of an island hospital – efficient to heat, light and maintain; a comfortable and inspiring place in which to work; that offers a healing experience from the moment you enter our door. A hospital known for delivering quality care centered in the patient experience, intimately related to all constituents of its community, where staff and patients can know that we are fiscally sound and prudent, partnering with a valued affiliate – MGH – in order for us to navigate our future.

*Margot Hartmann, M.D., Ph.D.
President & CEO
Nantucket Cottage Hospital*

THE SEARCH

The mission of Nantucket Cottage Hospital (NCH), as the heart of the island, is to provide life-sustaining support for its socially and economically diverse community, thirty miles out to sea. As the Hospital celebrates its centennial year, the NCH community – leadership, trustees, physicians, nurses, staff, and volunteers – is steadfast in its dedication to profoundly and positively impacting the lives and health of all Nantucket residents and visitors. Led by President & CEO, Margot Hartmann, M.D., Ph.D., the Hospital has set an ambitious vision for its future, focused on ensuring NCH's sustainability and its abilities to provide compassionate care and exceptional medicine for all in its community.

The Trustees of the Hospital in partnership with the Trustees of the NCH Foundation – and with support from Massachusetts General Hospital and Partners HealthCare – ensure that the Hospital's mission is advanced, by providing the necessary resources to support the vision of the President & CEO. The Foundation's mission is to provide resources for, promote the strategic growth of, and champion the excellence of NCH. To that end, the Foundation is in the planning phase of a comprehensive capital campaign. The Executive Director will build on the Foundation's fundraising growth and proven support from the community to lead the campaign to its historic and successful conclusion.

Together with a dedicated, high-level Board of Trustees, the Executive Director will work with Dr. Hartmann to lay the groundwork and provide the framework to fulfill her vision for the future of the Hospital. The Executive Director will serve on the President & CEO's senior executive team and have critical leadership responsibility to achieve the Hospital's evolving goals.

With responsibility for furthering the culture of philanthropy throughout the NCH community, the Executive Director will strategically leverage community support to expand giving, increase the endowment, and support current and future needs. He or she will effectively communicate and passionately advocate for the Hospital's goals to diverse audiences – inspiring action, continued commitment, and historic philanthropy to the campaign and beyond.

As the chief development officer and a front-line fundraiser, the Executive Director will focus on the strategic growth and diversification of philanthropic support. He or she will maintain a personal portfolio of prospects, while developing strategies to identify and engage a pipeline of new prospects. To achieve the ambitious funding goals, the Executive Director will strategically engage the Hospital President & CEO, the Chair of the Foundation Board of Trustees, the Chair of the Hospital Board of Trustees, trustees, physicians, volunteers, and staff on fundraising initiatives, providing meaningful and valuable engagement opportunities and effective support.



The Foundation seeks an experienced and dynamic development leader to serve as its Executive Director. The ideal candidate will be a collaborative, mission-driven, and innovative leader. He or she will be a proven fundraiser with a track record of increasing philanthropic revenue, ideally for a hospital or healthcare institution. The Executive Director will have an established record of executive leadership (including strategic planning, financial and operational oversight, and campaigns), and the stature and interpersonal ability to engage diverse constituents in a manner that generates excitement, shared purpose, and meaningful action.

NCH has retained [Freeman Philanthropic Services, LLC](#) to assist on this recruitment.

ABOUT NANTUCKET COTTAGE HOSPITAL

Nantucket Cottage Hospital is a 19-bed hospital, which maintains a deep tradition of providing high-quality care to a growing population of 10,000 full-time residents and over 50,000 seasonal residents and visitors. The Hospital admits more than 600 patients annually and records nearly 50,000 outpatient visits and more than 11,000 emergency visits. As the scale and medical needs of the Nantucket population continue to expand, the Hospital has responded to the evolving needs of the community and its expectations for quality healthcare, including the expansion of clinical capacities.

In his original campaign to create the Hospital in 1911, co-founder Dr. Grouard said, *“If we value our lives and we would take no hazard with them, we shall be content no longer to see Nantucket without a hospital.”* Today, led by President & CEO Margot Hartmann, M.D., Ph.D., the Hospital’s vision continues to reflect its critical importance to the Nantucket community.

Reflecting the modern opportunities and challenges that face all hospitals and the unique demands of an island community, Dr. Hartmann’s goals for the Hospital are focused on its sustainability – to be financially strong and to offer the best possible care to the community now and into the future.



The Hospital will be:

- **A financially viable rural acute care hospital;**
- **The preferred provider of quality primary care, appropriate secondary care and emergency services;**
- **A respectful and trusted "medical home" for diverse local, seasonal and short-term island populations;**
- **A healthy and sought-after workplace; and**
- **A community resource that cares about, understands and responds to the health and wellness needs of its constituents.**

In best survive and thrive, the Hospital will provide: quality healthcare delivery centered in the patient experience; sound business practices; advanced, up-to-date technology and delivery systems; a safe, healthy, attractive, and efficient environment of care; and, future success and nurturing community relationships.

Led by Dr. Hartmann and the Trustees, the Hospital is taking key steps to fulfill this ambitious vision. One of the most critical goals is the significant expansion of philanthropic support and, thus, the successful planning and execution of a comprehensive campaign to fund new facilities and grow the endowment. The Hospital is also adopting recommendations to achieve sustainability from operations; creating a plan to determine the configuration of new facilities and technological needs; implementing strategic plans to further align community, physician, and hospital needs; and, continuing to pursue optimal reimbursement.

Key Affiliations

NCH is a member of Partners HealthCare and an affiliate of Massachusetts General Hospital (MGH). The mission of NCH has always been to provide the highest quality health care services to the Nantucket community, and to connect its patients with those services which are not available on the island. NCH's affiliation with MGH is an integral part of this goal. The most significant benefit of the affiliation is for patients with complex medical needs who require tertiary care or specialty services unavailable on the island. These patients have a direct link to caregivers and services at MGH, offering better coordination of care and services through such means as a shared electronic medical records and an expanded pool of consulting sub-specialists.

MGH physicians have long consulted at NCH, seeing patients on a regular basis on the island. Additionally, NCH has experienced long-standing clinical collaborations with the MGH in such specialties as cardiology, neurology, dermatology and emergency services. Additionally, NCH is connected to the MGH through telemedicine links.



Massachusetts General Hospital

Founded in 1811, MGH is the third oldest general hospital in the U.S. and the oldest and largest in New England. The 900-bed medical center offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. Each year, MGH admits more than 46,000 inpatients and handles nearly 1.5 million outpatient visits at its main campus and health centers. Its Emergency Department records nearly 80,000 visits annually. The surgical staff performs more than 35,000 operations and the MGH Vincent Obstetrics Service delivers more than 3,500 babies each year. MGH conducts the largest hospital-based research program in the country, with an annual research budget of approximately \$500 million. It is the oldest and largest teaching hospital of Harvard Medical School, where nearly all MGH staff physicians serve on the faculty. MGH is consistently ranked among the nation's top few hospitals by *U.S. News and World Report*.

Partners HealthCare System

Partners HealthCare was founded in 1994 by MGH and Brigham and Women's Hospital. Partners is an integrated health care system that offers patients a continuum of coordinated high-quality care. The system includes the two founding academic medical centers, community hospitals, specialty facilities, community health centers, primary care and specialty physicians and other health-related entities. Partners HealthCare is a not-for-profit organization.

LEADERSHIP

Hospital President & CEO: Board certified by the American Board of Internal Medicine, **Margot Hartmann, M.D., Ph.D.** joined NCH Medical Staff in 1999 as the Hospital's first full-time employed physician charged with developing, practicing and leading team model approach in the Emergency Department. She was elected President and CEO of the Hospital in the fall of 2010 and, working with the trustees, staff, community members and through the affiliation with MGH, is passionate about providing year-round health care treatment and services to Nantucket residents and visitors. Dr. Hartmann holds an undergraduate degree from Connecticut College, a Master of Philosophy and Doctor of Philosophy (Biochemistry) from the University of Surrey in Guildford England and received her M.B. B.S. from St. George's Hospital Medical School in London. Her residency was with the Internal Medicine Residency Training Program at the Boston Veterans Administration Medical Center and she was a research fellow of the Department of Psychiatry at St. George's Hospital in London. She has published in several journals including the *British Medical Journal*, *Postgraduate Medical Journal*, *Journal of Neurochemistry*, *Electroencephalography and Clinical Neurophysiology* among others. Dr. Hartmann first visited Nantucket during a summer vacation in the early 90's, bought a cottage in Cicso and has never looked back since making the island her year-round home.

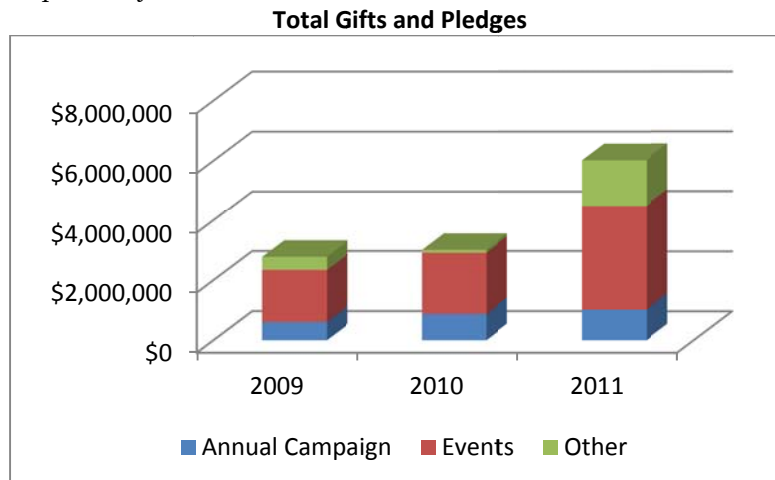
Chair, Foundation Board of Trustees: Maureen O’Gara Hackett has an extensive and recognized record of not-for-profit leadership spanning governance, strategic planning, board development and philanthropic fundraising for mental health care advocacy, public policy, children’s health, Catholic education, and youth development organizations. Married to Jim Hackett, Chairman, President and CEO of Anadarko Petroleum Corporation, she is integral to supporting his corporate responsibilities and deeply dedicated to her four adult children. Mrs. Hackett serves as Past Chair of the Greater Houston Community Foundation, serves on the Board of Visitors at MD Anderson Cancer Center, is a Director of the Menninger Clinic Board of Directors, a Trustee of the Mental Health Foundation and as a member of the Governing Council at the Shepherd School of Music at Rice University, in addition to leading several mental and behavioral health organizations, commissions and alliances in Houston, Texas. She also serves as Vice Chairman of the Board of Visitors at the Indiana University Center on Philanthropy and as an advisor to the Alliance for Catholic Education at the University of Notre Dame. On Nantucket, Mrs. Hackett is Chair of the NCHF, Trustee of NCH, and a member of the Executive Committee at the Nantucket Boys and Girls Club. Mrs. Hackett received her bachelor’s degree from Arizona State University.



Chair, Hospital Board of Trustees: Michael A. F. Roberts joined the NCH Board of Trustees in 2002 and served as the Treasurer from July 2008 until he assumed the role as Chair at the Hospital’s 100th Annual Meeting in July 2011. He received his B.A. from the University of Pennsylvania, was awarded his M.B.A. from the Wharton School of Business, has served on numerous Boards and is a Member of the National Association of Corporate Directors. Mr. Roberts spent 37 years in Investment Banking at Goldman Sachs and Smith Barney. During his tenure at Smith Barney, he was head of their West Coast Investment Banking Division, the Administrative Head of Investment Banking and the Co-Head of Financial Institutions Group with responsibility for Insurance related Investment Banking. He and his wife, Cindy, first came to Nantucket in 1972 as renters and built their own home in Siasconset (commonly known as ‘Sconset) in 1988. They have a daughter, two grandchildren, and divide their time between Connecticut, Florida, and Nantucket. Mr. Roberts has served on the boards of ‘Sconset Trust, ‘Sconset Casino, and ‘Sconset Chapel.

FUNDRAISING HIGHLIGHTS

NCH and its Foundation have a long-standing tradition of responding to the needs of the island community. The Foundation has broad levels of engagement and giving from key constituency groups, including trustees, advisors, grateful patients and families, medical and administrative staff, community leaders, volunteers, and friends. In fiscal year 2011, gifts and pledges totaled over \$6 million, including \$3.47 million from events, \$1 million from the annual campaign, and \$1.5 million from other. In the fiscal years 2010 and 2009, total gifts and pledges were \$3 million and \$2.77 million, respectively.



NCHF holds several flagship special events: The Boston Pops annual *Pops on Nantucket* concert is perhaps the most significant event of the season. Since 1997, this renowned event has raised over \$16 million (net) for the Foundation. Support continues to grow exponentially: in 1997, the event raised \$255,000 (net) from 211 donors; and, in the summer of 2011, the *Pops* event (with acclaimed special guest, singer-song writer Carly Simon) celebrated a historic year, raising over \$2 million (net) from over 380 donors. In addition to the Pops, the Foundation’s annual events include the *Health Fair*, *Native Reunion*, and the *Swing for Nantucket Cottage Hospital* golf tournament.



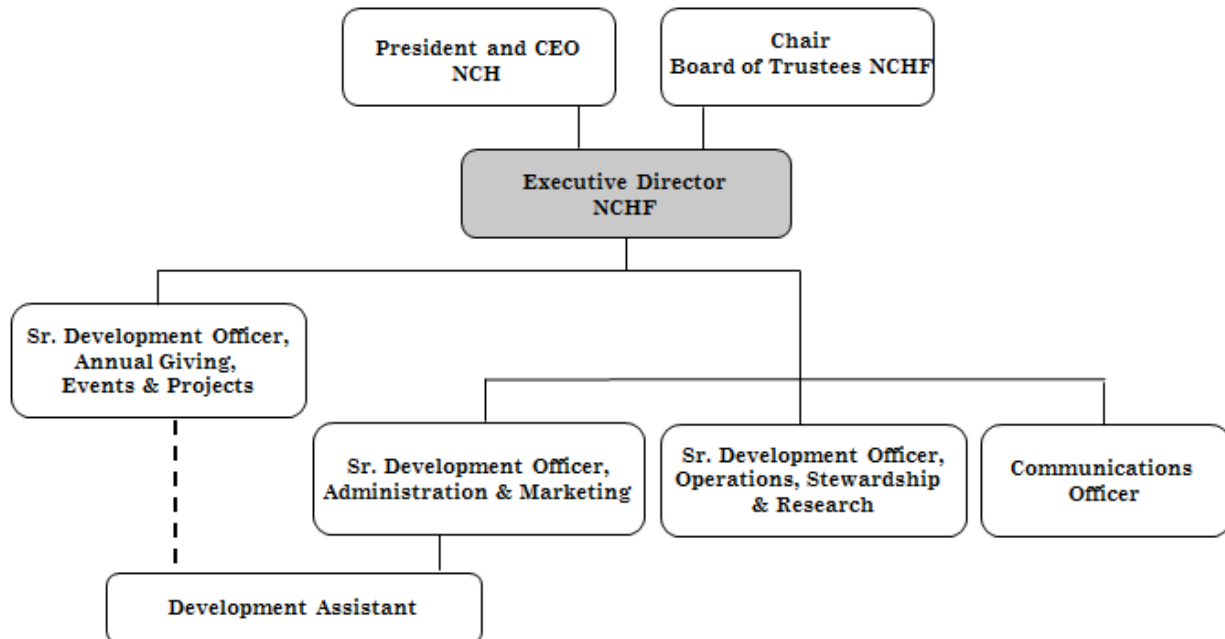
Building on its record of fundraising growth and proven support from the community, the Foundation is dedicated to fulfilling Dr. Hartmann’s vision for the Hospital. To that end, the Foundation is launching a historic, comprehensive capital campaign, which is currently in the planning phase.

IMPORTANT RELATIONSHIPS

The Foundation Executive Director will report to the Hospital President & CEO, Margot Hartmann, M.D., Ph.D., and to the Chair of the Foundation, Mrs. Maureen Hackett. The successful candidate will work closely with the Hospital and Foundation Boards of Trustees, physicians, volunteers, and staff to facilitate historic levels of philanthropy.

The Executive Director will serve as the senior leader of the Foundation and a member of the Hospital’s executive team. He or she will serve as the primary support and liaison to the Foundation Board of Trustees. Leading through example, the Executive Director will effectively manage the Foundation staff (*see organizational chart below*). During this recruitment, the Senior Development Officer, Annual Giving, Events & Projects is serving as the interim office manager.

NCH Foundation Organizational Chart



KEY RESPONSIBILITIES

The Executive Director of NCHF will build support through major gift solicitation, campaigns, donor recognition programs, annual appeals, planned giving, and special events. As the leader of the Foundation, the Executive Director is expected to contribute broadly to all aspects of the fulfillment of the Hospital's mission and goals. Key opportunities and challenges include:

- Gain a sophisticated understanding of the President & CEO's vision and the Hospital's ambitious goals in order to effectively communicate the case for support to diverse island communities;
- Design and implement a comprehensive and strategic development plan, in collaboration with the President & CEO and Foundation Board;
- Craft and execute innovative tactics to expand and foster community engagement in and awareness of the Hospital's historic plans and goals;
- Lead and guide the multi-phase comprehensive capital campaign: create a campaign operating plan that will increase, diversify, and sustain philanthropic giving;
- Engage and work effectively with the senior leadership, trustees, physicians, volunteers, and staff to identify prospective donors and strengthen relations with current and prospective donors;
- Develop, plan and implement all fundraising strategies and activities so as to meet the Foundation's annual and campaign goals; utilize regional and national benchmarks and best practices to measure efficiency and success;
- Enhance and lead a comprehensive major gift and planned giving program, ensuring timely and effective implementation of cultivation and solicitation strategies;
- Ensure a coordinated and systematic effort for identification, cultivation, solicitation, and stewardship strategies;
- Identify, maintain, and carry a portfolio of top campaign and major gift prospects, creating a personal operating plan and devise cultivation, solicitation, and closure strategies;
- Systematically identify and secure corporate and foundation philanthropy;
- Provide comprehensive, innovative support to trustees and other high-level volunteers; instill the importance of stewarding all gifts to strengthen donors' interests in and satisfaction with the NCH and the Foundation;
- Lead, mentor, and manage the Foundation staff;
- Increase effectiveness and efficiency of the fundraising infrastructure;
- Oversee systems for proper and transparent recording of gifts to ensure accountability regarding gift implementation to all donors and their designated advisors where appropriate;
- Guided by the values and mission of NCH, provide inspirational leadership through teamwork, collaboration, and dedication.

IDEAL EXPERIENCE & QUALITIES

NCH seeks an experienced fundraising leader who will plan strategically, advocate passionately, and inspire historic philanthropy. In addition to the demonstrated ability to meet and exceed the responsibilities listed in the preceding section, the ideal candidate will possess the following experience and attributes:

- Proven fundraising leadership and experience managing the daily operations of a comprehensive development operation, ideally for a hospital, hospital/healthcare system, or academic medical center in a community of analogous scale, intimacy, and complexity to that of NCH;
- Stature and professional acumen to garner the confidence of NCH administrative and medical leadership, trustees, physicians, volunteers, staff, grateful patients, friends, community members, donors, and prospects;
- Excellent communication skills (both written and oral), intellectual curiosity and dexterity, and the ability to elicit and translate various priorities – from complex medical/scientific information to community needs – into compelling and articulate cases for support;
- Demonstrated record of successful solicitations from defined and non-defined constituencies, including the design and execution of identification, cultivation, solicitation, and stewardship strategies;
- Campaign planning and execution experience;
- Outstanding board and volunteer recruitment and stewardship skills, as well as the talent to support and motivate the senior leadership, volunteers, and staff to work together to realize ambitious fundraising goals;
- Experience and proven track record in all aspects of fundraising, including major individual gifts, foundations, corporations, special events, and planned giving;
- Poise to serve as a spokesperson to various constituencies, including trustees and community members;
- Strong interpersonal skills and the capacity to develop effective relationships with executive administration, medical leadership, volunteers, donors, prospects, and staff;
- Inspirational and effective management skill to mentor and motivate staff, leverage existing capacity, delegate appropriately, and strengthen performance while maintaining best practices, transparency, and shared accountability;
- Acumen to ensure a professional and respectful work environment: the ability to be collegial personally and assertive professionally, with ability to distinguish between the two;
- Proven ability to work effectively within an environment in which physician and volunteer engagement and involvement are central to fundraising success;
- Demonstrated teambuilding skills that translate to the maintenance of good working relationships with colleagues, donors, volunteers, physicians, staff, and community leaders;
- Understanding of and sincere appreciation for Nantucket's unique environment and economically diverse community thirty miles out to sea;
- Focused energy, patience, and agility to adapt to changing priorities;
- Creative manner of approaching issues and devising sound solutions based on good judgment and collaboration;

- Ability and willingness to travel regionally and nationally, as needed;
- Bachelor's degree required, graduate degree preferred.

COMPENSATION

The compensation and benefits package will be competitive and commensurate with the successful candidate's background and experience.

FREEMAN PHILANTHROPIC SERVICES, LLC (FPS)

FPS is a national leader in executive recruitment for the not-for-profit sector and brings a proven track record of recruiting top talent to diverse institutions. Please visit our [website](#) and [Linked In](#) page for more information about this recruitment and our work.

APPLICATIONS & NOMINATIONS

Please send all confidential inquiries, applications, and nominations directly to FPS via e-mail at NCH@glfreeman.com. All applications must include (1) an up-to-date resume, and (2) a formal letter of interest (addressed to FPS) that specifically cites the experiences that best prepare the applicant for this leadership role and why this particular opportunity is the logical and desired next step in his/her career.

NCH is committed to diversity among its employees and encourage qualified candidates from all backgrounds to apply.

NANTUCKET



Nantucket is an island, a county, and a town. It is the only place in America with the same name for all three. Nantucket Island is located 30 miles at sea from Hyannis on the southern coast of Cape Cod. The island is three and a half miles north to south and 14 miles east to west.

The name Nantucket is derived from a Native American word meaning "faraway island" or "land far out to sea." Nantucket Island was discovered by Bartholomew Gosnold in 1602, at which time the Native American population was about 1,500. The island was purchased by Thomas Mahew in 1641, but was not settled until 1659 when Thomas Macy led a group of Quakers to found a settlement near Capaum. The Jethro Coffin House is the oldest house on Nantucket Island and was built in 1686. Nantucket has more than 800 houses still standing built before the Civil War.

At first, the island was under the authority of New York, but control was transferred to Massachusetts in 1692. In 1695, the name of the settlement was changed from Sherburne to Nantucket. Between 1690 and 1840, Nantucket was the foremost whaling port in America. In 1830, Nantucket was the third largest city in Massachusetts, trailing only Boston and Salem. Brant Point is the site of the second oldest lighthouse built in America, constructed in 1746. Only Boston's Beacon Light is older.

Nantucket has over 82 miles of pristine beaches, about two miles of which belongs to the town. The remaining beaches are owned by private non-profit organizations and landowners, who graciously open them to the public. With the help of private and public conservation groups, more than 60% of the Island's land area has been conserved as open, publicly accessible space.