



www.summahealth.org
www.thesummafoundation.org
Akron, OH

PRESIDENT & CHIEF OPERATING OFFICER SUMMA HEALTH SYSTEM FOUNDATION

THE SEARCH

Summa Health System is nationally renowned and consistently recognized for excellence in patient care and for exceptional approaches to healthcare delivery. Encompassing a network of hospitals, community health centers, a health plan, a physician-hospital organization, a multi-specialty physician organization, research, and a foundation, Summa is a national model for healthcare and a regional economic force: As Summit County's largest employer – with more than 10,000 employees and over 1,200 physicians – and one of the largest integrated delivery systems in the state, Summa contributes \$1.6 billion in business volume impact to the Ohio economy and an additional \$52.1 million in state government revenue impact.

The Summa Foundation is dedicated to advancing philanthropy, community understanding and goodwill for the programs and priorities of Summa Health System. With responsibility for fund development, government relations, community benefit and diversity, the Foundation creates and implements funding strategies, health policy opportunities, and innovative partnerships to support the health system's education, research and patient care agenda.

The President & Chief Operating Officer of the Summa Foundation will lead its efforts to dramatically expand operating funding and build capital capacity. As the chief fundraiser of one of Akron's largest foundations with assets of nearly \$80 million, the President 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 (from both the private and public sectors). To achieve ambitious funding goals, the President will strategically engage Summa leadership, Board members, physicians, staff, and volunteers on fundraising initiatives, providing meaningful and valuable engagement opportunities and effective support.

The President will also oversee all community relations and diversity, government relations, and grantmaking. With colleagues, the President will build and maintain positive relationships and partnerships in the community to advance Summa's goals and regional priorities. To that end, he or she serve as an institutional spokesperson and represent Summa on select regional, state, national and federal initiatives designed to address health policy, community needs, and community economic development.

The President will serve as a special voting member of the Foundation's Board of Directors. The successful candidate will report to the President & CEO of Summa Health System and the Chair of the Foundation Board of Directors, oversee all Foundation operations, and manage the Foundation staff, including six direct reports.

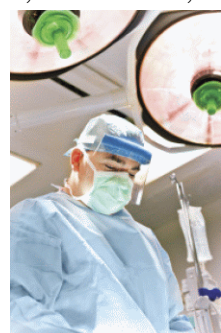
Reflecting its mission to provide the highest quality, compassionate care and contribute to a healthier community, Summa is a collaborative organizational environment fostered by a committed and diverse staff. Therefore, the ideal candidate for the role of President will be a collaborative, mission-driven, and innovative leader. He or she will be a proven fundraiser with a track record of increasing philanthropic revenue, ideally for a healthcare system or multi-unit healthcare institution. The President will have an established record of executive leadership (including strategic planning, financial and operational oversight, and community relations/public affairs), and the stature and interpersonal ability to engage diverse constituents in a manner that generates excitement, shared purpose, and meaningful action.

Summa has retained [Freeman Philanthropic Services, LLC](#) to assist on this executive recruitment. Please see pages 7 – 10 for more information about the President’s key responsibilities, required experience, and application instructions.

SUMMA HEALTH SYSTEM

Summa Health System is one of the largest integrated delivery systems in Ohio. Formed in 1989 with the merger of Akron City Hospital and St. Thomas Hospital, this not-for-profit system now encompasses a network of hospitals and community-based health centers, a health plan, a physician-hospital organization, an entrepreneurial entity, research and medical education and multiple foundations.

Summa is nationally renowned for excellence in patient care and for exceptional approaches to healthcare delivery through a diverse portfolio of operating entities. Summa serves more than one million patients each year in comprehensive emergency, acute, critical, outpatient and long-term/home-care settings, and represents more than 2,000 licensed, inpatient beds on the Summa Akron City Hospital, Summa St. Thomas

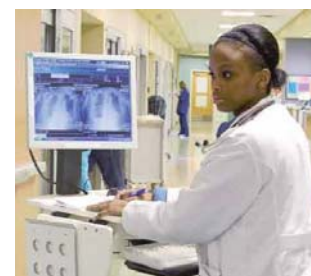


Hospital, Summa Western Reserve Hospital, Summa Barberton Hospital, Summa Wadsworth-Rittman Hospital, Summa affiliate Robinson Memorial Hospital and Crystal Clinic Orthopaedic Center campuses. In addition, outpatient care is extended throughout the area in eight community health centers.

Providing superior, multi-specialty patient care, groundbreaking medical research and continuing medical education, Summa is consistently ranked one of the best healthcare providers in the country. In January 2011, the American Nurses Credentialing Center granted Summa’s Akron City and St. Thomas Hospitals its Magnet Recognition for Excellence in Nursing Services. Summa and its physicians have been recognized by many third parties for their achievements in care delivery. [Click here](#) to learn more about

Summa’s many awards and recognition as one of the best health systems in the nation, including those from Premier, *Modern Healthcare*, Centers for Medicare and Medicaid Services, and Thomson Healthcare.

Summa continually seeks out new, innovative technology and treatment options for some of today’s most serious medical conditions – work that will ultimately improve and transform the way patients all over the world receive care. Summa invests approximately \$6.5 million annually in overall research support for many areas, including cardiology, cancer and geriatrics. Major research programs are supported by grants from institutions such as the National Institutes of Health and the Department of Defense.



As a national leader in medical education, Summa supports the education of its physicians and healthcare professionals. Summa’s Akron City Hospital and St. Thomas Hospital are teaching affiliates of the Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM) and include a staff of more than 1,200 physicians and 15 accredited residency training programs that foster a dynamic medical environment.



Additionally, Summa Barberton Hospital has a family practice residency program through an affiliation with NEOUCOM. Summa Western Reserve Hospital is a teaching affiliate of the Ohio University College of Osteopathic Medicine (OU-COM) and the Consortium of Osteopathic Research and Education (CORE).

Summa contributes \$1.6 billion in business volume impact to the Ohio economy and an additional \$52.1 million in state government revenue impact. As Summit County's largest employer – with more than 10,000 employees – Summa is a leading economic engine for the region.

Summa's integrated delivery system also includes:

- **SummaCare**, which provides a full line of health plans to more than 155,000 members, is recognized for outstanding product offerings and customer service by *U.S. News & World Report* and is the only plan recognized in Ohio by the Health Industries Research Company as a health plan with the most effective disease management programs for asthma, heart failure and diabetes.
- **Summa Physicians, Inc. (SPI)** is a Summa Health System entity of multi-specialty physicians and practices, currently employing more than 250 physicians in 33 specialties. SPI promotes stronger affiliation and employment of physicians in order to ensure that community and hospital needs for physician services are met.
- **Summa Health Network** is the integrated physician-hospital organization affiliated with Summa Akron City, Summa St. Thomas, Summa Barberton, Summa Wadsworth- Rittman and Summa Western Reserve hospitals. With more than 1,200 physicians participating, it oversees mutually beneficial contracts with insurance companies, preferred-provider organizations, third-party administrators and other payors on behalf of its physicians and hospital members.
- **Ohio Health Choice** is Ohio's oldest Preferred Provider Organization (PPO) network and one of the largest in the state. Co-owned by Summa Health System and Mercy Hospital, Ohio Health Choice is a leader in the managed healthcare industry and is comprised of 198 hospitals, 8,000 primary care providers, 18,000 specialists and contracts with 94 third-party administrators covering members across all 88 counties in Ohio.



In 2009, Summa total revenue exceeded \$1.651 billion, including \$936 million from Summa Hospitals, \$396 million from SummaCare, \$157 million from Summa Health Network, \$123 million from Summa Physicians, and \$37 million from other system entities.

HOSPITALS

Summa Akron City Hospital and Summa St. Thomas Hospital (Akron, Ohio)

Summa Akron City and Summa St. Thomas Hospitals offer quality, nationally designated care that includes a Level III Perinatal Center and Level I Trauma Unit. Consistently ranked one of the best healthcare providers in the country, they excel in heart, emergency, women's health, stroke, orthopaedics, cancer and geriatric services. These services have been recognized by organizations such as The Joint Commission, *U.S. News & World Report* and Thomson Reuters. Summa Akron City and Summa St. Thomas Hospitals have more than 1,000 licensed beds with a staff of more than 1,200 physicians that treat more than 100,000 patients in their emergency departments each year. Both hospitals are teaching affiliates of the Northeastern Ohio Universities Colleges of Medicine and Pharmacy (NEOUCOM).



Summa Western Reserve Hospital (Cuyahoga Falls, Ohio)

Summa Western Reserve Hospital is Northeast Ohio's first physician-owned, for-profit, full service hospital. With a commitment to patient satisfaction and improved healthcare delivery, Summa Western Reserve Hospital offers general and acute care services, including a 24/7 emergency department and more than 200 licensed beds. Summa Western Reserve Hospital is also a teaching facility and sponsors graduate medical education teaching programs in osteopathic medicine. The hospital is a majority physician-owned joint venture between Western Reserve Hospital Partners – which represents a collaboration of more than 200 physicians, including primary care physicians, surgeons and specialists – and Summa Health System.



Summa Barberton Hospital (Barberton, Ohio)

Summa Barberton Hospital is a 312-bed general acute care community hospital that offers inpatient services in the clinical areas of oncology, emergency medicine, obstetrics and physical rehabilitation. Summa Barberton Hospital also offers services in the areas of neurology, pulmonary care, rehabilitation, diagnostic imaging and digestive diseases. Additionally, the hospital provides many outpatient services and community outreach programs including a diabetes education and self-management program, a pain management center and a comprehensive wound management center. Summa Barberton Hospital also offers a family practice residency program and is a major teaching hospital with NEUCOM.



Summa Wadsworth-Rittman Hospital (Wadsworth, Ohio)

Summa Wadsworth-Rittman Hospital is an acute-care general hospital that has earned The Joint Commission's Gold Seal of Approval. With 113 registered beds, the medical staff is made up of more than 200 medical specialists, representing more than 30 medical specialties, from surgical and emergency services to intensive and inpatient care. Services offered at Summa Wadsworth-Rittman Hospital include a rehabilitation center, an emergency department, radiology, cardiopulmonary, home health care and more.



Robinson Memorial Hospital (Ravenna, Ohio)

Robinson Memorial Hospital is a 150-staffed-bed progressive hospital serving the residents of Portage County and surrounding communities. Robinson Memorial Hospital includes an urgent care facility; surgery center; free-standing, comprehensive imaging facilities and a network of physician practices throughout Portage County. The hospital offers surgical, women's and emergency services, as well as cancer and respiratory care. Robinson Memorial Hospital has been designated as a Magnet hospital by the American Nurses Credentialing Center. Magnet recognizes quality patient care and nursing excellence and provides consumers with the ultimate benchmark to measure the quality of care they can expect to receive. Robinson Memorial Hospital is an affiliate of Summa.



The Crystal Clinic Orthopaedic Center (Akron, Ohio)

The Crystal Clinic Orthopaedic Center, a joint venture between Summa Health System and the Crystal Clinic, integrates the inpatient and outpatient services and physician practices of the Akron-area's leading orthopaedics programs. Currently operating as a "hospital within a hospital" at Summa St. Thomas Hospital, services will transfer to a newly constructed hospital on the Summa Akron City Hospital campus. Upon completion of the new facility, the 94-bed Crystal Clinic Orthopaedic Center will provide both inpatient and outpatient services, including surgery, orthopaedic oncology, total joint replacement and others. As part of this joint venture, the Crystal Clinic Orthopaedic Center will also offer outpatient ambulatory surgery at the Crystal Clinic surgery center in Montrose and physician practice locations in Montrose, Barberton, Kent, Cuyahoga Falls, Medina, Green, Stow and Akron.



SUMMA HEALTH SYSTEM FOUNDATION

“No longer is community benefit defined only in the amount of charity care provided, number of health screenings administered or dollars invested – it’s also the number of lives saved, communities transformed and jobs created. Health systems such as Summa play a vital role in advancing community health, economic development, medical education and research priorities, and we look forward to continuing our commitment to the people in our communities.”

Thomas J. Strauss
President & CEO
Summa Health System



The Summa Foundation supports patient care, medical education and research through philanthropy. That mission is implemented in a number of ways, including: resource development, government relations, community benefit, and diversity.

On behalf of Summa Health System, the Foundation fosters partnerships, health policy opportunities and funding strategies to support the system’s education, research, and patient agenda. It manages nearly \$80 million in net assets and works to advance philanthropy, understanding and good will at community, regional, and national levels. Through contributions and grants, the Foundation invests more than \$9 million annually in graduate medical education, research labs, clinical innovations and capital projects, all geared toward the support and advancement of excellent patient care.

Summa Health System delivered \$2.86 billion in total economic impact and provided \$110.8 million in community benefit to area residents in 2009.

Within the Foundation, the Department of Development is responsible for major and planned giving, operations, annual programs, alumni strategy, foundation messaging, and private sector funding. The Department of Community Benefit & Diversity is responsible for community relations, diversity, volunteer and employee engagement, community benefit, and community health. The Department of Government Relations is responsible for public sector funding and government relations support.



For the period January 1 through October 31, 2010, the Foundation’s support, revenue and gains totaled \$11,344,484 (including \$4,273,528 from cash gifts, pledges, stock gifts, and event revenue); expenses were \$10,442,724; and, the net assets were \$74,397,810. The 2011 budget for the Foundation is \$9,309,159, comprised of \$4,828,354 for Administrative Departments, \$3,332,329 for Research, and \$1,128,476 for Other Costs.

LEADERSHIP

Summa Health System's executive staff is dedicated to a philosophy known as "servant leadership." Servant leadership means that at Summa, if you aren't serving the patient, you better be serving someone who is. This philosophy trickles down from Summa’s leaders to each and every member of its healthcare team from physicians and nurses to administrative staff to the people who register patients, clean patients’ rooms, and park the cars. The difference in Summa's leadership is what you see when you walk through its doors: A compassionate team of professionals, committed to providing its patients with the highest quality care and access to the services they need to get and stay well.

SUMMA PRESIDENT & CEO

Thomas J. Strauss is president and chief executive officer of Summa Health System (*pictured below, left*). Prior to joining Summa in 1999, Mr. Strauss was president of Meridia Health Services in Cleveland. For 10 years, he held a number of leadership positions with Meridia, including the leadership for the system's eight service lines, president of the eastern region, president of Meridia South Pointe Hospital, president of Meridia Suburban Hospital and president of Meridia Institute/Meridia Health Ventures. A pharmacist by trade, Mr. Strauss earned his doctor of pharmacy degree from Duquesne University in Pittsburgh, Penn., and completed his residency in pharmacology at Mercy Hospital in Pittsburgh, Penn. Strauss is the Chairman of the Greater Akron Chamber Board of Directors and a board member of the Akron Regional Hospital Association, Akron Tomorrow, Austen BioInnovation Institute in Akron, Habitat for Humanity of Summit County and Premier, Inc.



SYSTEM BOARD OF DIRECTORS

The Summa Health System Board of Directors determines the strategic direction of the organization as guided by the mission statement. The Board creates and monitors the standard for performance in quality, financial, planning, and management excellence. These leaders also serve as Summa's advocates to key constituent groups. The chair of the System Board of Directors is Richard H. Marsh (*pictured, right*). Mr. Marsh retired in 2009 as Chief Financial Officer of FirstEnergy.

FOUNDATION BOARD OF DIRECTORS

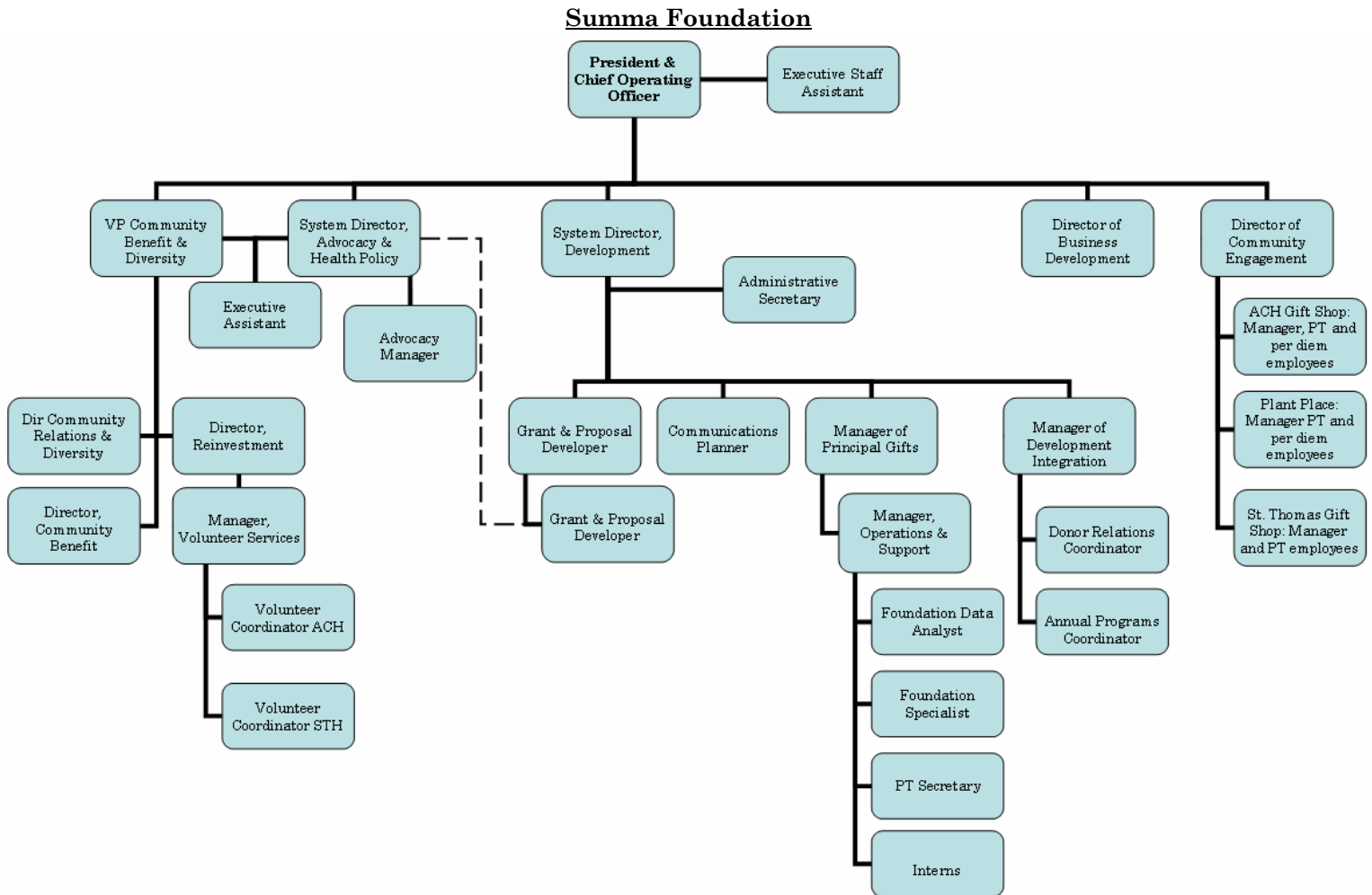
The Summa Foundation Board of Directors provides oversight for the foundation among many other important roles. Each member of the Board is elected and casts votes on all matters affecting foundation operations. The directors are elected for three-year-terms and can serve four consecutive terms. The chair of the Foundation Board of Directors is Norman E. Wells, Jr. Mr. Wells is a founding partner of SFW Capital Partners, LLC – a New York based middle market private equity fund. His role at SFW is focused on the development of management teams in portfolio companies. In addition, Mr. Wells has served as the chief executive of four portfolio companies in a number of industries.

IMPORTANT RELATIONSHIPS

The President & COO will report directly to the President & CEO of Summa Health System, Thomas Strauss and also be equivalently accountable to the Chair of Foundation Board of Directors, Norman E. Wells, Jr. He or she will serve as the senior leader of the Foundation, a member of the System's Executive Staff, and serve as a Special Voting Member of the Foundation's Board of Directors.

The President will partner with members of Summa Health System's Executive Staff to advance priorities relative to development, community benefit and diversity, government affairs, research and clinical innovation, and other select initiatives deemed critical to advance system and community interests. He or she will strategically engage and support the President & CEO, members of the Boards, physicians, volunteers, community leaders, colleagues, and staff to identify, cultivate, solicit, and steward donors and prospects, as appropriate. Along with the Vice President of Medical Education and Chief Academic Officer, the Vice President of Clinical Research and Innovation, and other senior leaders, the President and COO will support and promote the System's education and research priorities, including the vision of Summa to transition more functionally into an academic medical center.

The President will lead all Foundation staff (*see organizational chart*) and have six direct reports: Vice President, Community Benefit and Diversity; Director, Community Engagement; Director Business Development; System Director, Development; System Director, Government Affairs and Health Policy; and, Executive Assistant.



KEY RESPONSIBILITIES

The President will direct and lead the Foundation's efforts to advance philanthropy, community understanding, and goodwill for the programs and priorities of Summa. Key responsibilities include:

Lead the Foundation

- Work closely with the System President and colleagues to gain a deep understanding of Summa's culture, community, and funding priorities; and build strong collaborative relationships with administrative and medical leaders, colleagues, volunteers, and staff;
- Lead the Foundation's work in philanthropy to support quality patient care through advancements in education and clinical research and innovation;
- In conjunction with the System President and the Chair of the Foundation Board, develop and implement a strategic plan for the Foundation;
- Actively elicit and understand emerging funding needs across the System and evaluate those against existing priorities of the Foundation;
- Develop and maintain open, honest, and mutually-beneficial relationships and communications with leadership, colleagues, and physicians in a manner consistent with Summa's mission, values, and philosophies;

- Direct the strategic communications and messaging efforts for the Foundation, ensuring alignment with Summa's system-wide messaging;
- Serve as Summa's representative on regional, state, national and federal initiatives;
- Lead the Foundation's revenue generation through philanthropy, relationships, and partnerships with individuals, corporations, foundations, and government entities;

Fundraising

- Serve as Summa's chief fundraiser and key representative to the philanthropic community;
- Create and execute a comprehensive fundraising plan that increases and diversifies philanthropic revenue from individuals, foundations, and corporations, as well as public sources;
- Proactively build and maintain a personal portfolio of prospects;
- Effectively engage and support the System President, the Chair of the Foundation Board, leadership, physicians, and volunteers in fundraising activities, as appropriate;
- Systematically identify and build relationships with new sources of support;
- Develop and implement strategies to broaden and deepen relationships with existing donors; promote a bond of loyalty and support between Summa and its donors to encourage higher levels of support;
- Ensure best fundraising and operational practices, make certain that Foundation policies and practices comply with all local, state and federal laws, regulatory requirements, Summa policy and donor instructions; and, oversee systems for proper and transparent recording of gifts to ensure accountability and timely stewardship;

Community and Government Affairs

- Oversee the Foundation's relationships at the local, state, and federal levels, ensuring its role as a valuable health and health policy resource;
- Strengthen and build strategic relationships with health leaders, policy makers, providers and community leaders to further understanding local health issues;

Support Diversity

- Through the office of Community Benefit and Diversity, lead the diversity initiatives for the System;
- Ensure a work environment that promotes and embraces diversity;

Grantmaking

- Oversee the solicitation and recommendation of grant requests for the Board's consideration;
- Supervise the review of grant applications, provide guidance and feedback to grantees, and implement evaluation criteria for grantees;

Operations

- Mentor and manage the Foundation's staff;
- Plan, implement, monitor and control the Foundation's operational and capital budgets to ensure sound fiscal management consistent with the goals of Summa Health System;
- Submit regular reports to the Board and its committees on the overall activities of the Foundation;
- Work closely with the Finance and Investment Committee;
- Create a work environment which encourages participation in order to promote retention, productivity, and a quality, customer-oriented staff; and, utilizes clearly defined goals, objectives, and methods with which to measure success;

Governance

- Support the Foundation Board and its committees by providing guidance and leadership through planning, board member recruitment/selection, education and development, as needed;
- Serve as a special voting member of the Board of Directors, and attend all meetings of the Foundation Board and its committees.

IDEAL EXPERIENCE & QUALITIES

Summa seeks an experienced and innovative leader with the ability and the demonstrated track record to respond effectively to the opportunities and challenges listed above. The ideal candidate will possess the following experience and attributes:

Leadership Experience

- Proven executive leadership experience in the field of institutional advancement strategy and experience managing the daily operations of a foundation (or commensurate division) within a multi-unit healthcare system or academic medical center setting;
- Demonstrated success in strategic planning and implementation of tactics to achieve goals, along with the success in managing the work efforts of others;
- Ability to recruit, retain and engage board members, to achieve the strategic and tactical goals of the Foundation;

Fundraising Experience

- Track record of fundraising leadership, which resulted in significant revenue growth, an expanded constituency base, and improved operations;
- Comprehensive fundraising experience, with an emphasis on major and planned giving, but also including corporate and foundation relations, annual giving, and special events;
- Proven ability to close gifts: a demonstrated record of solicitations from individuals (including grateful patients), including the design and execution of the identification, cultivation, solicitation, and stewardship strategies;
- Ability to make the case: 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 cases for support;
- Acumen to strategically and effectively engage and support senior leadership (including physicians, scientists, and/or faculty) in fundraising activities;

Community and Government Relations Experience

- Experience serving a spokesperson and senior liaison to various constituencies, communities, and key partners;
- Ability to engage diverse constituents in a manner that generates excitement, shared purpose, and meaningful action;

Management Experience

- Ability to lead a professional team through the planning process and execution of successful fundraising efforts, community projects, and campaigns;
- Management skill to mentor and motivate staff, leverage existing capacity, and strengthen performance while maintaining best practices, camaraderie, and shared accountability;

Interpersonal Traits

- Stature and professional acumen to garner the confidence of Summa leadership, board members, administrative and medical leadership, physicians, volunteers, staff, grateful patients, friends, community members, donors, and prospects;
- Sincere commitment to the mission of the Summa Foundation and the work of Summa Health System;
- A natural leader that gains this quality through personal character, integrity, intelligence, fairness, decisiveness, and evidence of a strong work ethic;
- Demonstrated teambuilding skills that translate to the maintenance of good working relationships with colleagues, donors, volunteers, physicians, staff, and community leaders;
- Flexibility, patience, and a healthy sense of perspective;
- Creative manner of approaching issues and devising sound solutions based on good judgment and collaboration;

Educational Requirement

- Bachelor's Degree required, an advanced degree strongly preferred.

COMPENSATION

The compensation and benefits package will be competitive and commensurate with the successful candidate's background and experience. Relocation assistance is available for the selected candidate.

Summa Health System has been honored as a NorthCoast 99 (NC99) – one of the 99 best places to work in Northeast Ohio – by the Employers Resource Council for the last seven years.

APPLICATIONS & NOMINATIONS

Confidential inquiries, applications, and nominations should be sent to Freeman Philanthropic Services, LLC at Summa@glfreeman.com. All applications must include (1) an up-to-date resume and (2) a formal letter of interest expressing the specific experiences that best prepare the applicant for this role and why this opportunity is a logical continuation of her/his career.

Summa Health System is an Equal Opportunity Employer that welcomes and encourages diversity in the workplace.

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 organizations. Please visit our [website](#) and [Linked In](#) page for more information about this recruitment and our work.