



## **Opportunity and Challenge Profile**

*Search for the Chief Executive Officer  
IEHP Foundation  
Rancho Cucamonga, CA*

[IEHP Foundation](#), a place-based funder created by Inland Empire Health Plan (IEHP), seeks a visionary, strategic, innovative, and community-immersed builder to serve as its Chief Executive Officer (CEO).

Founded in 2021, IEHP Foundation was established to connect the diverse and under-resourced communities of the Inland Empire with access to an improved quality of life. Located in a geographically rich and ethnically diverse region comprising over 11 percent of California's population, IEHP Foundation is uniquely positioned to guide the local, state, and national conversation on health equity and impact at scale. Since its inception, the Foundation has been committed to going beyond traditional healthcare services and reaching the region's most vulnerable populations, regardless of Medi-Cal membership. The mission of the Foundation has never been more critical as it aims to achieve optimal care and vibrant health for the Inland Empire by addressing health inequities, root causes of illness, improvement of quality of life, and core needs in the region.

The CEO will be in the unique position to join a foundation in its earliest stages, partnering with an engaged, experienced, and passionate Board of Directors with deep roots in the community to bring the organization's mission to fruition and get the hard-work done. As the Foundation develops, the new CEO will have the unique opportunity to build, guide, and champion the vision of IEHP Foundation; promote grantmaking opportunities; influence and lead through engagement and policy advocacy to better the health of all individuals in the IE; establish sustainable internal practices to drive impact; address the most pressing issues in the community; and partner with community-based organizations that transform lives. The CEO will ultimately lead the Foundation, alongside a dedicated staff and Board of Directors, in setting organizational priorities for the future, as well as bridge relationships with the health plan, local organizations, and community partners to inspire and ignite the health of the Inland Empire.

The successful CEO will address a wide range of opportunities and challenges, as listed and reviewed in greater detail in this document:

- Establish IEHP Foundation as a leading philanthropic presence in the Inland Empire;

- Operationalize a strategic plan while formulating a long-term vision for the organization;
- Strengthen internal operations and foster a collaborative team;
- Build and sustain an excellent working relationship with the Board of Directors;
- Successfully crystalize the relationship between the Foundation and the Health Plan.

A list of the desired qualifications and characteristics of the CEO can be found at the conclusion of this document, which was prepared by the Executive Search Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

## **ABOUT THE IEHP FOUNDATION**

IEHP Foundation, an independent 501(c)(3) nonprofit organization, is focused on connecting the diverse communities of the Inland Empire with access to an improved quality of life through programs and initiatives aimed at resolving the root causes of illness, health equity, and providing core needs, including food, shelter, and safety. Established in July 2021 by the Inland Empire Health Plan, IEHP Foundation is on a mission to “inspire and ignite the health of the Inland Empire,” and ensure all communities throughout the region have access to optimal care and vibrant health. Vibrant health entails going beyond traditional healthcare services and reaching the region’s most vulnerable populations, including those of low-income backgrounds, regardless of Medi-Cal membership.

As a place-based funder, IEHP Foundation is committed to supporting, collaborating, and convening with local organizations and championing work that impacts the lives of those in the region. Located in Rancho Cucamonga, California, IEHP Foundation supports objectives that go beyond traditional healthcare services with a focus on community health and clinical excellence. Recent efforts have included planning support of pilot programs, identifying innovative solutions that improve health outcomes, and establishing a commitment to work alongside community and faith-based organizations in the Inland Empire. Rather than approaching this work as a grant-seeker, the IEHP Foundation acts as a grant-maker and supports organizations across the Inland Empire to target these issues in partnership with and in service to the local community. With a focus on catalytic philanthropy and going beyond simply writing a check, the Foundation is committed to transformative change that will improve the lives of the communities across the region.

IEHP Foundation has an initial endowment of \$100 million, with a capacity for \$4-5 million in grantmaking per year. The Foundation is also supported by the Inland Empire Health Plan (IEHP), as well as an esteemed board of directors who are committed to seeing IEHP Foundation succeed and eager for the stage of growth that the Foundation will see in the years to come. More information regarding the Inland Empire Health Plan can be found in the appendix section of the document.

## **ROLE OF THE CHIEF EXECUTIVE OFFICER**

Reporting directly to the Board of Directors, the CEO will operationalize the organization's strategic plan and short-term goals, while simultaneously formulating a high-quality long-term vision that strongly connects to and supports the mission of IEHP Foundation. The initial stages of the CEO role will largely be in partnership with the Board of Directors and will be more hands-on, requiring the CEO to be ready to roll up their sleeves and get to work.

This CEO will eventually be responsible for performing all duties and expectations of the role with minimal staff support and appropriate board oversight. This includes the successful leadership and management of the Foundation, in relation with the Executive Team at IEHP, and building the programmatic, grantmaking, and policy advocacy arm of the Foundation to be able to support communities across the region. The CEO is also responsible for overseeing the daily operations of the Foundation, the development of its staff, and the annual operating budget. With a small but nimble team, the Foundation functions as a start-up, operating leanly and leveraging the technological and staffing capabilities of IEHP to facilitate its daily operations.

The CEO will be an action-oriented and outcomes-driven executive with a deep community-mindedness who can look beyond today, aligning multiple stakeholders to achieve desired results. The CEO will be innovative and novel in their approach to guiding the Foundation while adjusting to the current needs of the Inland Empire. As a leader within the Inland Empire, the CEO is responsible for fostering meaningful partnerships with local nonprofits and community organizations, connecting these groups with resources to help support the vibrant health of the community.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE CEO**

To be successful in their role, the CEO will address a number of key opportunities and challenges during their tenure, outlined below:

### ***Establish IEHP Foundation as a leading philanthropic presence in the Inland Empire***

Despite its size, the Inland Empire is a tight-knit community comprised of leaders and organizations committed to improving the lives of those in the region, especially its most vulnerable communities. Under the CEO's leadership, IEHP Foundation aims to be an established voice in the community's philanthropic landscape. In pursuit of this goal, the CEO will develop community partnerships with local nonprofits, assessing needs and facilitating collaborations in support of the community's vibrant health. To be successful, they will pilot, assess, and grow effective programming and targeted grantmaking, driven by data, to ensure that the diverse needs of the region are met. They will also help to influence and lead the region through engagement and policy advocacy to help drive greater impact. The CEO will increase the visibility of the IEHP Foundation in the region and create bridges to other community-based organizations in order to ignite the vibrant health of the Inland Empire through partnerships.

***Operationalize a strategic plan while formulating a long-term vision for the organization***

The CEO will join a nascent organization with a clear mission, and will bring that mission to fruition by operationalizing initial strategic initiatives while working closely with the Foundation Board to conceptualize and effectively articulate the organization's long-term goals. Recognizing the landscape of the Inland Empire will be important to drive the long-term strategy of the Foundation and ensure these goals fit with the Foundation's purpose as a vehicle for optimal care and vibrant health. Working closely with the Board of Directors, staff, health plan, and Inland Empire community members, the CEO will provide definitional leadership for IEHP Foundation, adeptly assessing the organization's current state of affairs internally, taking stock of opportunities in the community, and deliberately creating sustainability for the years ahead.

***Strengthen internal operations and foster a collaborative team***

IEHP Foundation is made up of a small and nimble staff that is eager to help the Foundation carry out its mission in the Inland Empire. Recognizing that the team has been in transition, the CEO will help build a sense of shared purpose and organizational vision while motivating their team through setting a shared vision and establishing sustainable practices in support of the organization's goals. The CEO will nurture an environment where staff feel utilized and supported in their professional goals, and will work to build a cohesive, diverse, and inclusive team. The CEO will assess administrative operations and ensure sustainable and efficient systems, leveraging the Health Plan's tools as appropriate and ensuring clear processes and procedures for the organization and its staff.

***Build and sustain an excellent working relationship with the Board of Directors***

The CEO will partner with the Foundation's strong, committed, and connected Board of Directors, leveraging their experience and diverse perspectives to inform decision-making and programmatic development. The Foundation's Board is comprised of leaders across the Inland Empire and the Inland Empire Health Plan who are committed to the Foundation's success through effective community engagement and strategic philanthropy. The CEO will recognize the strengths, relationships, and expertise of board members as strategic thought partners while ensuring an effective relationship with clear roles and directives, and will maintain regular, informative, and ongoing communication with the Board to sustain strong relationships.

***Successfully crystalize the relationship between the Foundation and the Health Plan***

IEHP Foundation is in a unique position to be fully supported by and connected to Inland Empire Health Plan, a vital resource for Medi-Cal members in the community. The CEO will clarify, define, and articulate this relationship to help broaden the plan's reach to all members of the community, regardless of Medi-Cal membership. They will leverage the access that this relationship provides, utilizing the expertise of healthcare leaders and subject matter experts in IEHP to identify opportunities for collaboration and knowledge sharing. The CEO will nurture and grow a complex network of relationships between the Foundation and health plan to promote the syncing of organizations and increase the level of impact made across the Inland Empire, serving as a convener for community providers in sharing best practice clinical interventions that can help drive optimal care that may extend to the health plan's entire provider network.

**QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will have many of the following qualifications, characteristics, and experiences:

- Bachelor's degree in Business Administration or related field from an accredited institution (required); Master's degree from an accredited institution (preferred).
- Seven (7) years of progressive leadership experience leading a team and managing people.
- Five (5) years of experience in nonprofit experience as executive director or in other managerial positions.
- Demonstrated passion for the mission of IEHP Foundation;
- Exceptional strategic planning skills with the ability to articulate a vision and organizational priorities and goals;
- Experience in building organizations from the ground up;
- Knowledge in achieving sustainable improvements to community health outcomes;
- Ability to successfully leverage additional funding, particularly with national and statewide sources;
- Strong understanding of corporate finance and measures of performance;
- Extensive knowledge of corporate governance principles and executive best practices;
- Analytical acumen with the ability to drive creative solutions to solve complex problems;
- Exceptional organizational management and leadership abilities;
- A demonstrated commitment to and experience advancing diversity, equity, and inclusion;
- Ability to build community relations and sustain partnerships with key stakeholders;
- Strong public presence with outstanding verbal and written communication skills and persuasive abilities.

## COMPENSATION AND LOCATION

The Inland Empire, one of the fastest-growing population centers in the United States, is a region inland of coastal Southern California, centering around the cities of San Bernardino and Riverside, and bordering Los Angeles County to the west. Home to over 4 million people, the region consists of Riverside County and San Bernardino County, is the 13th most populous metropolitan area in the United States, and the third largest in California. The Inland Empire is over 27,000 square miles and has a population of approximately 4.6 million. It is served by Ontario International Airport, the fastest-growing airport in the United States.

The expected annual salary for this role will be commensurate with experience, with an anticipated range of \$200,000 to \$250,000. Given the nature of the role, the CEO is expected to reside in the Inland Empire.

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/inland-empire-health-plan-foundation-iehp/chief-executive-officer>. Electronic submission of materials is strongly encouraged.

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*Inland Empire Health Plan (IEHP) follows State and Federal civil rights laws. IEHP does not unlawfully discriminate, exclude people, or treat them differently because of sex, race, color, religion, ancestry, national origin, ethnic group identification, age, mental disability, physical disability, medical condition, genetic information, marital status, gender, gender identity, or sexual orientation.*

## **APPENDIX: ABOUT THE INLAND EMPIRE HEALTH PLAN (IEHP)**

IEHP is a managed care health plan that was launched in 1996 to meet the needs of Medi-Cal members in the Inland Empire. The plan began serving 62,000 Medi-Cal members and has since then grown to become one of the top 10 largest Medi-Cal health plans in the United States. It is also the largest local Initiative plan in the IE, serving more than 90% of the Medical-Managed care market. Headquartered in Rancho Cucamonga, CA, IEHP provides members with quality medical, behavioral health, and wellness services. Within its provider network, IEHP has 36 hospitals, 855 pharmacies, 350 vision providers, 1,392 PCPs, and 2,602 specialists. Today, with the mission to "heal and inspire the human spirit," IEHP is at the forefront of providing optimal care and vibrant health to low-income communities, as well as remaining committed to continually exploring innovative ways to meet their changing healthcare needs.

Riverside County and San Bernadino County make up the Inland Empire and are home to a diverse and populous community of residents. The High Desert area of California, areas of the western Mojave Desert, are also part of the geography of the Inland Empire. The Inland Empire is home to more than 4.5 million Californians, which is over 11 percent of the state's population. Latinos, Asian Americans, African Americans, and Native Americans, make up more than half of the residents in both counties. Approximately 69% of Riverside County and 75% of San Bernadino County are from historically marginalized backgrounds with Latinos being the largest group in both counties. More than 41% of households in the Inland Empire are non-native English speakers. The Inland Empire is also home to a growing number of immigrants, including about 20% in San Bernadino County and 21% in Riverside County. With the growth in population expected to happen by 2048, the Inland Empire will attract jobs in the knowledge industries, as well as healthcare and biomedical technology.

A pillar of the community, IEHP employs more than 8,000 Providers and more than 2,000 employees. There are approximately 1.5 million Medi-Cal recipients in the Inland Empire being served by both Inland Empire Health Plan and Molina Healthcare. Currently, 40% of Medi-Cal recipients in the Inland Empire are children. Working in collaboration with doctors, hospitals, and other healthcare providers, IEHP promotes improved healthcare coordination and quality of care to patients. IEHP continues to be recognized for its innovation, excellence, and access to care for low-income working residents of the Inland Empire. In 2000, IEHP became the first Medicaid-only health plan in California to earn accreditation from the National Committee for Quality Assurance for its Medi-Cal health plan and has retained accreditation every year since. Additionally, the California Department of Healthcare Services (DCHS) has recognized IEHP over the years for its innovation, granting them the Innovation Award as they continue to find new ways of providing care to some of the most vulnerable populations. In 2020, IEHP received the Health Equity Award from mPulse Mobile for its ability to engage members via text message during the COVID-19 pandemic, displaying its commitment to finding new ways to improve the health and well-being of members.

To learn more about IEHP, visit <https://www.iehp.org/>.