



FAITHSEARCH PARTNERS



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Scott Kuhlman brings an array of experience in health care practice management and organization growth, spanning over 25 years. Based in Asheville, North Carolina, Scott works directly with the firm's Post-Acute/Long-Term Care (PA/LTC) clients in the executive search process. His most recent leadership experience has been his service as Vice President of Business and Staffing Development with Extended Care Physicians (ECP).

Scott served ECP in partnership and practice management from inception and was instrumental in the formation of policies and practices regarding operations management, provider recruitment, and business development, that lead to the high quality services and success of the PA/LTC medical practice. His knowledge, willing attitude, and networking skills lead the company's growth across 16 years to build a physician practice that became the Southeast's leader in service of the PA/LTC market. In 2007, Scott organized a multi-practice nationally recognized consortium (VISION Group). The VISION Group model served as a platform for PA/LTC practices to analyze "best practices" that were vital to the growth and success of their own companies.

Scott holds a Master of Business Administration. He and his wife are members of the Biltmore Baptist Church near Asheville, NC.

ABOUT FAITHSEARCH PARTNERS:

FaithSearch Partners is the only executive search firm in the U.S. focusing exclusively on serving faith-based hospitals, healthcare organizations, churches, ministries and colleges/universities. Based in Tyler, TX with locations in Houston, Dallas, Denver, Los Angeles, Orlando, Nashville and Asheville, FaithSearch is able to serve faith-based clients in all regions. As we continually strive to remain the preeminent executive search firm for faith-based organizations, we work every day to fulfill an even greater purpose – one that extends beyond the details of our day-to-day and ventures into the larger stories of the people and organizations we serve. We are dedicated to providing lasting solutions and championing faith-driven leaders. FaithSearch exists to empower faith-based organizations with the right people at the right time to help drive their unique mission of ministry forward.



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POST-ACUTE CARE PRACTICE

Our Post-Acute Care Practice is uniquely geared to help Acute Care Hospitals, Long-Term Acute Care Hospitals, Skilled Nursing Facilities, Assisted Living Facilities and Community Retirement Centers find the right senior leaders. FaithSearch consultants bring 60 years of executive search experience to faith-based clients who are serious about matching leadership values with organizational mission and culture.

No other search firm in the country has a refined focus on faith-based healthcare providers like FaithSearch Partners. Our combination of search and healthcare leadership experience positions us to lead the way in executive searches for the Post-Acute Care arena, as well as other providers who value leadership with strong spiritual values.

THE FAITHSEARCH ADVANTAGE



TITHING

We set aside 10% of our professional fees as a tithe to support our clients' ministries.



GUARANTEE

We stand behind our professional searches, and if a successful candidate leaves within a year of being hired, FaithSearch will conduct a replacement search for free.



EXPERTISE

We provide the highest level of expertise in faith-based hospitals, healthcare systems and post-acute care organizations.



PROCESS

We believe a deliberate, structured process is a vital ingredient in a successful search.

TO LEARN MORE ABOUT HOW FAITHSEARCH CAN PARTNER WITH YOU IN FINDING YOUR NEXT LEADER VISIT:

FAITHSEARCHPARTNERS.COM



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HEALTHCARE DIVISION

FaithSearch Partners' healthcare division traces its roots to 1990, when Ed Fry, the firm's founder, joined the largest healthcare executive search firm in the U.S. Trained in the intricacies of a quality search process, he successfully managed more than 200 searches for hospital CEOs, COOs, CFOs, CMOs, CNOs and virtually every senior level position one could find in a healthcare provider setting.

Today, FaithSearch is blessed to serve the complete spectrum of faith-based healthcare entities, from small, independent hospitals to large academic medical centers to integrated healthcare systems, as well as other providers who value leadership with strong spiritual values.

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5 ways

TO MAXIMIZE LEADERSHIP
TALENT ACQUISITION THROUGH
YOUR SEARCH FIRM

5

WAYS TO MAXIMIZE LEADERSHIP TALENT ACQUISITION THROUGH YOUR SEARCH FIRM

Utilizing a search firm can be highly beneficial in finding a new executive or leader for your organization, but only if you know how to get the most out of the experience. If your search committee decides to utilize a firm, it's helpful to have some insight about what you can expect from them as well as what you can do to equip them to serve you in the best way possible. A firm that is committed to exceeding expectations and helping your team select the absolute best candidate for the job will be able to do so to the extent you utilize their skills and provide helpful information about your organization and the expectations you have for the search. The following are five specific ways your team can support the search and maximize the benefits of using a search firm.

1. Find a firm passionate about your mission, values and culture.

Because your company is unique, with its own culture, strengths and challenges, an off-the-rack search firm or approach won't cut it. When choosing a firm, explain your mission, values and culture. Show them what your team does and why you're passionate about it. (This may even be a good time to revisit your mission and values, not to tweak it, but to reinforce it and refresh your team's perspective.) Even if the firm doesn't totally understand the ins and outs of your organization as an outsider, the right one will be on board with what you're trying to do. They'll be excited to help you find someone who will make your team even stronger and take your mission further. Firms that do high-quality work and champion your mission do exist — don't settle for one or the other.

2. Give the search consultants access to key stakeholders and information, including direct engagement with the hiring decision maker(s).

It's tempting to play things close to the vest when another company is providing input for sensitive decisions like hiring a new executive, but giving search consultants pertinent information to the job at hand is crucial to getting the most out of the service they are providing. Allow the team to access key stakeholders and engage with hiring decision-makers. Doing so will help them get a better feel for what you're looking for and what candidates will ultimately make the best fit. It will also allow the individuals who will be interacting with the new hire on a regular basis a chance for their voice to be heard, whether it's board members, senior executives, direct supervisors or middle managers. Encouraging interaction between these stakeholders and the search firm also helps the search firm have a fuller picture of the qualities, abilities and even personality type the new executive should possess.

3. Give the firm “room to run.”

Hiring a new leader is a major decision, so a natural tendency is to want to micromanage the process, or at least oversee every step taken. Hiring a search firm, though, means enlisting a team of experts. To do their job thoroughly and successfully, a firm must be given the freedom to work independently — to be trusted with the understanding of confidentiality and be allowed the space to fully explore their options. They must have the ability to conduct comprehensive research both nationally and locally and be afforded the full amount of time required to do the job to the best of their ability. Doing this may be difficult, but trusting that the firm understands your organization’s mission and the importance of the task at hand is crucial to receiving high-quality work from the firm. Conducting an in-depth search using a firm is not a quick-fix, but finding the right candidate rarely is.

4. Target milestone dates.

Setting expectations on the front end about deadlines for candidate selections, interviews and hire dates helps ensure the firm and your company are on the same page, minimizing the likelihood of conflict and frustration later on. Set a specific date for the firm to present a slate of candidates and a specific date for candidate interviews to begin. Having a calendar in place will allow all parties to remain in sync throughout the process and help the firm manage their time wisely.

5. Involve the search consultant in the employment and compensation negotiations.

Though companies may be hesitant at first to allow a hired search firm to have input during these final stages, perhaps for fear of sharing too much information or having “too many cooks” involved, a firm can be a valuable resource when negotiating employment and compensation. A search firm will have a wide breadth of familiarity with the marketplace across the board as well as knowledge surrounding current trends. It will also have in-depth research and data about average compensation levels and ranges of related positions in other organizations, which would often otherwise be confidential therefore unknown to most internal hiring authorities. This rare insight is a unique advantage to hiring a firm and should be taken advantage of if possible.

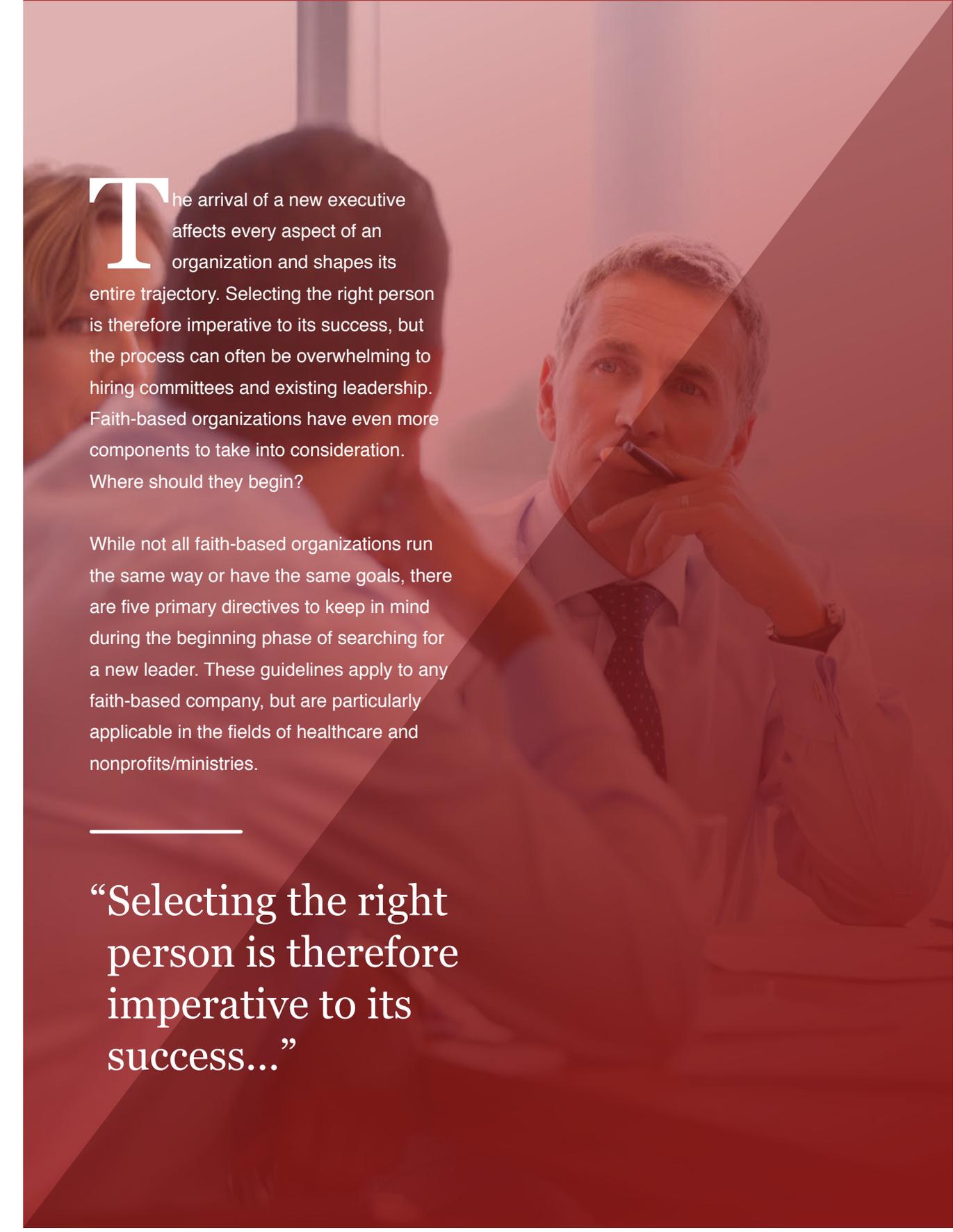
The firm can also help facilitate back and forth communications during the negotiations while offers are extended and discussed, including salary, bonus and benefit details. At times, it can be highly beneficial to have a third party act as a “buffer” between the candidate and the employer, as well as provide counsel on suggested terms for either side before they submit it to the other party. A firm’s experienced insight can shed light on the appropriateness of requests and specific offers based on market research and avoid having terms seen as unreasonable by the other party.

If your company maximizes all a firm has to offer, hiring one to assist in your search can be a highly efficient and worthwhile investment, enabling your team to explore every avenue when looking for a new leader. By employing the steps above, you are empowering the firm to do its job to the best of its ability and utilize its resources to their full extent, which gets your team the best results.



5 keys

TO SUCCESSFUL EXECUTIVE
SEARCHES IN FAITH-BASED
HEALTHCARE



The arrival of a new executive affects every aspect of an organization and shapes its entire trajectory. Selecting the right person is therefore imperative to its success, but the process can often be overwhelming to hiring committees and existing leadership. Faith-based organizations have even more components to take into consideration. Where should they begin?

While not all faith-based organizations run the same way or have the same goals, there are five primary directives to keep in mind during the beginning phase of searching for a new leader. These guidelines apply to any faith-based company, but are particularly applicable in the fields of healthcare and nonprofits/ministries.

“Selecting the right person is therefore imperative to its success...”

1 KNOW YOUR MISSION

“A faith-based organization must be rock-solid when it comes to a clear definition of its mission of ministry and its purpose for existing...”

A faith-based organization must be rock-solid when it comes to a clear definition of its mission of ministry and its purpose for existing, particularly on a spiritual level. The beginning of an executive search is a perfect time to review the organization’s mission and remind both existing leaders and team members of the “why” behind what they are doing. Faith-based organizations are first and foremost serving the Lord and utilizing the talents and skills of their staff to further the mission of Christ. This, along with the specific ways the organization is committed to furthering that ultimate calling, is a unique characteristics of a faith-based organization that differentiates it from a secular one. It is therefore all the more important to sharpen and communicate clearly.

While it is not ideal to actually change or tweak the mission during a leadership transition, it is crucial for

those within the organization, particularly the hiring committee, to be very familiar with the mission and be on the same page in terms of interpreting it.

Though many faith-based hospitals and healthcare providers do view themselves as “ministries,” some are reluctant to bill themselves as such due to a desire to be politically correct or sensitive to others. Instead they may focus on altruism and a simple mission toward “doing good.” This, however, causes an identity crisis within the organization. It is important for faith-based healthcare providers to distinguish themselves from other secular providers; otherwise, why should the organization exist? Revisiting the mission statement and reviewing what it means to be a faith-based hospital or health system is crucial to finding a leader who will align well with the organization’s vision and purpose.

2

COMMIT TO HIRING A LEADER PASSIONATE ABOUT YOUR MISSION

“A great leader for a faith-based organization...must be one hundred percent on board with its mission.”

Faith-based organizations have the added element of mission to take into consideration when choosing a leader. It is not enough to simply be skilled, competent, and experienced. A great leader for a faith-based organization, whether a nonprofit ministry or a hospital, must be one hundred percent on board with its mission. Unfortunately many organizations assume this quality and being a vocationally qualified individual are mutually exclusive. But it's possible to find a leader who possesses both. It may take longer or require additional tools, but it can be done. And an organization striving for excellence can't afford not to make the effort.

For example, many faith-based healthcare systems have missions that include phrases similar to “extending the healing ministry of Christ.” In this case, it would be incongruent to hire a key leader who does not believe Christ indeed healed. This should be a foundational element for all candidates under serious consideration.

3

BE COMPREHENSIVE, NOT CONVENIENT

“Short-cuts often tend to ultimately lengthen the time needed to complete a search...the company may be back at square one just months later.”

To find an individual both committed to the organization’s mission and professionally qualified, a hiring team will have to keep the long-term view in mind. A “quick fix” is often tempting, especially when financial pressures or other strategic challenges make the timeline an issue, but a hasty selection is not the answer. Even if the company has implemented comprehensive succession planning initiatives and has several internal candidate options proactively groomed for the position, faith-based organizations must take time to explore all the best available options. Sometimes these are internal, sometimes external, sometimes local, and sometimes regional or even national. Establishing a thorough search process that takes these factors into consideration from the

get-go will help ensure a successful selection in the long run. Short-cuts often tend to ultimately lengthen the time needed to complete a search, and if the wrong candidate is chosen, the company may be back at square one just months later.

Additionally, if in the end, an internal or local candidate is chosen for the job, the new hire will understand that he or she was selected based on merit, not as the result of a convenient decision. Faith-based organizations are called to be good stewards, which includes implementing quality management processes. Ensuring an executive is being chosen from a pool of the best available candidates is one way to honor that call.

4

INCLUDE STAKEHOLDERS

“They can provide valuable feedback on the front end of the process...they deserve their voice to be heard.”

Stakeholders are an important component to determining the right leader for an open position. They can provide valuable feedback on the front end of the process, and because they will be regularly interacting with this individual, they deserve their voice to be heard. After all, a faith-based organization is typically characterized by such words as “team,” “fairness,” and “justice.” A hiring committee should think about everyone who will be working with the new hire frequently and seek to include all these individuals (boards, direct supervisors, senior executives, middle managers, physicians, key community leaders, corporate/system representatives, etc) at the beginning to genuinely solicit their input.

They should be asked what qualities they think are needed in the role, what reasonable expectations for the new leader should be, and what challenges or roadblocks might exist that might inhibit the search or the ability of the new leader to succeed.

These meetings on the front end also allow hiring committees to identify any potential internal issues that may affect the process later on. There may be a lack of consensus on a critical issue that needs addressing, and final candidates should not learn about potential “land mines” that could be deal-breakers for the first time at the offer stage - or worse, shortly after accepting the role.

5

PRAY!

“Prayer keeps a leadership team oriented toward their ultimate mission and often helps bring clarity to the issues at hand...”

Often as Christians we forget one of our most powerful tools — prayer. Asking God to bless our decisions is not a “cop out” or an excuse for poor leadership. It is a distinctive benefit of a providential relationship, and it should be one of the identifying characteristics that distinguish a faith-based organization from a secular one. Prayer keeps a leadership team oriented toward their ultimate mission and often helps bring clarity to the issues at hand, while keeping us humble and steady. Personal faith and a business

endeavor do not have to be entirely separate, especially with a faith-based organization. Teams should incorporate prayer into their leadership search process, whether it’s at a search committee meeting, a candidate interview, or asking God’s blessing on a newly selected candidate to further the mission of the organization’s ministry. Prayer ultimately reminds us that God is in control, and it helps guide the steps a faith-based organization takes when looking for someone to lead it well.

Before jumping into a selection process, taking these factors into consideration will help a faith-based organization get off on the right foot from day one. Whether the organization decides to manage the search internally or bring in a firm to assist, being familiar with these concepts and tips will help committees make informed decisions and know which paths are right for them along the way.



FAITHSEARCH 5 STEP PROCESS

Process of a Professional Search

A deliberate, structured search process is a vital ingredient to assuring a successful search outcome. At FaithSearch Partners, our multi-step approach has proven to be both effective and efficient while also providing the flexibility needed for specific client needs.

Step 1: Assessment

FaithSearch personally meets with all of the key stakeholders related to a specific vacant position, including members of the board and search committee, the leadership team, managers reporting to the position, and other important constituents. The input from these meetings is synthesized into a comprehensive and confidential "Assessment Report," which is provided to the search committee or the hiring executive. This report includes the ideal candidate profile, goals for the position and issues potentially impacting the position and/or the search process.

Step 2: Research, Sourcing , Screening and Evaluating

Based on the approved candidate profile, FaithSearch proactively contacts potential prospects and referral sources regionally and/or nationally. As candidates express interest, we review resumes and conduct phone interviews. Those candidates appearing to best match the profile are personally interviewed by FaithSearch in a two hour, face-to-face meeting.

Step 3: Candidate Presentation

FaithSearch presents its recommended candidate slate to the search committee or hiring executive in a personal, confidential meeting. Semi-finalists are selected to interview with the client.

Step 4: Client Interviews and Additional Referencing

As first and second round candidate/client interviews occur, FaithSearch helps facilitate candidate travel and interview itineraries. In addition, in-depth candidate referencing is coordinated for the finalist(s).

Step 5: Negotiations and Transitions

FaithSearch assists with the candidate/client negotiations, as needed, as well as helps to assure the successful candidate transitions appropriately into his/her new role during the new executive's first year of service.

Expertise

As we continually strive to remain the preeminent executive search firm for faith-based organizations, we work every day to fulfill an even greater purpose – one that extends beyond the details of our day-to-day and ventures into the larger stories of the people and organizations we serve.

We are dedicated to providing lasting solutions and championing faith-driven leaders. FSP exists to empower faith-based organizations with the right people at the right time to help drive their unique mission of ministry forward.

“Let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven...”

We know that we are called to reach far beyond the expected and to serve our clients with a passion matched only by our commitment to serve the Father. And we are working each day to build a solid foundation from which kingdom-focused individuals, businesses, organizations and institutions are enabled to advance their mission... to the glory of God.

We work. We pray. We give. We support. We succeed. We seek. We collaborate.

As we seek out genuine opportunities to help others engage in their life's work, we continue to be driven by our relentless desire to be the industry leader in service and innovative thinking.

That's why our clients trust us. Because inspired leadership takes more than talent.



Tithing Philosophy

FaithSearch is dedicated to helping our clients find the most talented leaders who are driven by a strong personal faith commitment to their organization's mission of ministry. Our core values are rooted in Biblical principles, and we strongly believe in the tenet of tithing.

At the conclusion of each successful search engagement, we tithe or set aside ten percent of our professional fees for that project to donate to a ministry or foundation that is directly impacted by that client. This isn't a marketing gimmick. Tithing our professional fees is a company policy we've abided by since the completion of our very first search in 2007. It's who we are, and it's what we believe God expects from us.

We are humbled that in the first eight years, our firm has been able to give over \$750,000 in financial support to help ministries and foundations associated with our clients to grow and better serve their communities.



FaithSearch Partners Guarantee

FaithSearch Partners prides itself in being the leading retained executive search firm in the nation focused exclusively on identifying and recruiting leaders for healthcare organizations, churches and ministries, and college and universities. We are so confident in our thorough process – committed to matching every client with the right leader to best serve the needs of their organization – that we guarantee our work.

We promise that if a candidate who is hired as a result of our recommendation in the search process leaves your organization – voluntarily or involuntarily – within a year of being hired, we'll conduct a new search without additional professional fees. For a CEO-level search, our guarantee can extend up to three years.