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EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Chief Executive Officer

01 November 2022 vF



Carlson Beck advises **HealthierHere** on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.



POSITION SPECIFICATION

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: SEATTLE, WASHINGTON

A Compelling Leadership Opportunity in Community Health

The Board of Directors of HealthierHere is seeking an experienced executive to strategically lead and manage this innovative nonprofit, multi-sector collaborative dedicated to achieving health equity in King County through collective action. HealthierHere's work centers on and is guided by those who experience inequity and racism in health and social systems. The organization collaborates with cross-sector partners to develop and champion community and tribal-driven solutions that reflect the cultures and needs of the people they serve.

HealthierHere's core values of **equity, community, partnership, innovation, and results** are infused in all actions it takes and decisions it makes.

- ❖ **HealthierHere leads with equity to eliminate health disparities. It is focused on rebuilding health and social systems to better serve all community members.**
- ❖ **HealthierHere is leveraging the pandemic crisis to create human services systems the organization knows would better serve community members.** Healthcare, behavioral health, and social service systems are under incredible strain and the crisis opened up a window to transform these systems for the future. HealthierHere will use this moment to transition to innovative and cost-effective models of care that create a new and better system for its communities, with a focus on public-private partnerships.
- ❖ **HealthierHere transforms the safety net to assure that the most vulnerable community members are protected.** HealthierHere partners with communities of color and other underserved communities to build an equitable system of care. The organization builds upon the power of community to enact change and strengthen community partnerships with existing systems. This includes educating decision-makers on the impact of budget cuts while working with community and clinical partners to maintain programs and services.

The principles articulated above inform HealthierHere's strategic priorities:

- ❖ **Connect2 Community Network – Community Information Exchange**
Build a Unified Network of platforms across clinical, community and social service providers that connect, communicate and cooperate to connect people, service organizations, and community partners more quickly and more effectively – resulting in a healthier, more equitable community for all.



- ❖ **Healthcare Innovation and System Transformation**
Catalyze a portfolio of interventions that transform the health, behavioral health, and social service system to achieve a set of community driven outcomes; build capacity in these systems and within partner organizations to provide care that is culturally and linguistically responsive.
- ❖ **Regional Health Equity Action Network**
Catalyze action among clinical and community partners in King County to identify and remove inequities, share best practices, and co-create anti-racist policies and practices in systems.
- ❖ **Internal Goals for Optimizing Organizational Health**
Develop infrastructure to meet current and future growth demands, professionalize the organization to ensure top performance, and ensure a culture of diversity, equity and inclusion.

The CEO position at HealthierHere, a highly respected leader and collaborator in the health, behavioral health, and social service ecosystem, will be responsible for taking the effective implementation and transformational outcomes of the organization to the next level premised, in part, on the next Medicaid waiver to be approved within the next eight months.

At present it has an annual operating budget of approximately \$25 million and 26 staff members who are health care advocates, educators, former clinicians, as well as program and administrative professionals. HealthierHere’s financial picture is stable, with revenue from federal, state, and local sources. There will be increased efforts on expanding grant support with the hiring of a Director of Development.

HealthierHere is a newly formed 501(c)3 not-for-profit organization; it initially conducted business as a public-private partnership for the first five years of operations. It is governed by a 26-member Board of Directors who bring expertise in health care, public health, sector experience (i.e., public, private, nonprofit, consumers, social determinants of health), public funding structures, and health care financial management, as well as knowledge of clinical practice areas.

This is an exciting executive leadership role for this leading-edge multi-sector collaborative striving to achieve big goals of changing the health care ecosystem. HealthierHere is uniquely positioned to create systemic change through trusted and effective clinical, community, and tribal partnerships. The successful executive candidate will continue the professionalization and sustainability of the organization in order to continue desired systemic change.

THE POSITION

Reporting to the Board of Directors, the CEO provides the overall leadership, direction, and strategic vision for the organization, its programs and outreach, locally in King County as well as statewide throughout Washington. Assisted and supported by an Executive Team and staff, the CEO will manage the organization’s activities to improve health and advance equity in King County. Additionally, the CEO is responsible for attracting government funding streams, ensuring infrastructure supports the organization’s operational model, managing and mentoring staff, and working in partnership with the Chief Financial Officer to ensure sound financial practices and financial sustainability. The CEO has five direct reports.

The CEO’s primary responsibilities will be to drive the evolution and expansion of HealthierHere’s work, building upon communities’ strengths and experiences, focusing on increasing partnerships, facilitating networks, and increasing the community’s awareness of HealthierHere’s mission. This requires raising the



profile and awareness of the organization, requiring higher visibility in the community and intentional external relations or marketing activities. The CEO serves as chief spokesperson for the organization and proactively shares its accomplishments with multiple sectors in the community. The CEO also continues to play a leadership role at the state level, bringing their voice to state government and policy setting.

The CEO ensures that HealthierHere is fiscally and administratively meeting planned targets and its programs continue to be of the highest quality – representative of evidence-based, community-based best practices, while meeting the changing needs of different sector partners. The CEO will ensure capacity building for the organization, balancing and aligning resources, capacity, and organizational goals and outcomes.

The CEO is the chief advocate and fundraiser for HealthierHere’s programs and operations and is expected to speak prominently and passionately about the organization, its goals, and the communities and people it strives to positively impact. The CEO works with the to-be-hired Director of Development to design and execute a fundraising plan that results in increased government and foundation support for the organization.

The CEO works closely with the Board of Directors to build upon the financial strength of the organization, and shape programs that measurably improve the health care access and outcomes of all community members. Partnering in key areas, including strategic planning, visibility raising, serving as an ambassador for the organization, and serving as a spokesperson will be expected and supported.

A good strategic sense, sound operational and financial management, strong convening and facilitation skills, and exceptional interpersonal skills are all important to the CEO’s success.

Professional Responsibilities

Strategic Leadership and Vision

- Understands the needs of the different participants in the health, behavioral health, and social service ecosystem; listen and be responsive to the concerns of payers, partners, community leaders, behavioral health practitioners, providers, and consumers; continue the process of building a team that focuses on providing exceptional partner and network development as well as cooperative partnerships.
- In partnership with the Board of Directors, provides the strategic planning for the organization, ensuring the concerns of staff, Board, and the health care community members served are considered.

Board Relations

- With the Board Chair, coordinate the efforts of various Board committees and task forces; ensure that all committees achieve objectives; encourage board members’ involvement in HealthierHere’s range of activities including strategic planning and fundraising, as warranted.
- Implement Board policies, program goals and objectives; provide ongoing communication to the Board on critical matters related to HealthierHere; the CEO also serves as a board member.
- Assist the Board in identifying and recruiting new board members whose talents, backgrounds, and commitment are congruent with the needs and mission of HealthierHere.



Programs and Services / External Partnerships

- In collaboration with Executive Team members, oversee the evolution of HealthierHere's programs and external partnership activities; continually upgrade program assessment, delivery infrastructure and staffing across all operational areas; set and report on key program metrics.
- Ensure HealthierHere is viewed by staff and community as an organization that fosters a strong partnership and networking orientation that is innovative, equitable, and professional.
- Establish community partnerships regarding sharing power and engagement, centering on historically under-resourced and underserved communities, and strengthening communities to drive transformational change towards health equity.

Visibility, Marketing and Communications

- Advocate and provide visibility for HealthierHere by serving as a credible, articulate, and effective spokesperson, both in person and in writing; build positive understanding of and reputation for HealthierHere's work; explore marketing and communication strategies that extend awareness and fundraising success working in partnership with the Director of Development.
- Help to influence public perceptions related to HealthierHere by external communications and media interaction; ensure that HealthierHere is recognized for its leadership in innovation and transformation of the health care system.
- Strengthen HealthierHere's internal and external communications, providing strong branding that help to indelibly associate HealthierHere in the public's mind with the organization's mission, values, partners, and networks.

Fundraising

- Working with the Director of Development, expand the funding base for the organization; set fundraising goals, strategies, and targets for all funding segments – foundations, businesses, and government; communicate funding goals, strategies, and progress to the Board and staff.

Organizational and Financial Management

- Ensure, by effective leadership and management, that day-to-day operations and programs are professionally and effectively organized and administered.
- Oversee recruiting, motivating, and evaluating staff, in collaboration with appropriate team members; ensure staffing mix is balanced, culturally diverse and appropriate to meet HealthierHere's goals; encourage staff development efforts to enrich the competencies and experience levels of staff. Promote a healthy organizational culture of equity, respect, professional development, collegiality, and excellence.
- With the CFO, maintain the organization's fiscal wellbeing; ensure that budgets are balanced, and that financial performance positively tracks to budget and operating plans; ensure there is a relationship between programmatic objectives and available resources; develop long-and short-term financial plans and prepare financial and operating reports for the Board.

CANDIDATE QUALIFICATIONS / EXPERIENCE / ATTRIBUTES

Education: An undergraduate degree in a field that provides an understanding of health care, behavioral health, organizational development systems, financial management, as well as social and economic systems, is strongly preferred. An advanced or terminal degree is a strong plus. Lived experience equivalent will be considered.



Experience: A well-qualified candidate will bring a demonstrated track record of success in the following areas:

- Proven executive- or senior-level managerial and hands-on operational experience as an organization as an executive in the nonprofit, public, or private sectors; management experience in an organization delivering health care services including clinical practices, community-based organizations, or public agencies strongly preferred.
- Demonstrated skills and experience in organizational change management as HealthierHere is undergoing significant transition both in terms of the state’s waiver program and associated revenue streams, as well as moving from an LLC to a 501(c)3 governance structure.
- Experience partnering with a board of directors on strategy and governance frameworks.
- Leadership experience in organizations with significant public sector funding, experienced in the technical realities and nuances of federal, state, and local governmental funding; experience acting as an effective team builder working cross sector and cross functionally is beneficial.
- A demonstrated ability to work effectively with representatives, advocates, and professionals with different backgrounds and from various communities, including payers, behavioral health, medical care providers, community-based organizations, and community leaders, as well as activists, policy makers, the media, and government representatives.
- Successful record of working with communities of color, low-income populations, and other under-resourced, underserved communities in health equity initiatives and efforts.
- A successful record of developing and implementing strategic plans and/or programmatic initiatives; experience navigating government bureaucracy.
- Outstanding oral and written communication skills, including the means to address issues in non-polarizing ways but nevertheless with determination; a history of communicating effectively in writing and verbally, including excellent public speaking skills for formal and extemporaneous presentations.
- Developing operating plans and budgets and achieving positive results in comparison to those plans.
- Technical literacy and executive working knowledge of leveraging technologies, systems, tools, data management, metrics, and dashboards to support management decision making, functional responsibilities, stakeholder interfaces, and the delivery of programs and services.
- Effectively working in partnership with staff fundraising professionals to cultivate and attract additional funding for the organization.
- Is a resident of the region and, ideally, will possess knowledge of local systems; or will have requisite skills and experience in understanding and building relationships at the local level.

The successful candidate will **be**:

- **Mission driven** with a belief in and commitment to HealthierHere’s mission

- **Strategic thinker and planner and experienced implementer**, able to take in information from **multiple disparate sources** and **coherently organize and analyze it into a sound plan**
- **Collegial, respectful, resourceful, supportive, and empowering** of HealthierHere's staff while holding to standards of excellence and accountability, knowing when to lean in and when to delegate, a **team builder** first and foremost with a **leadership and management style premised on trust**
- **Results-oriented**, adept at planning, prioritizing, organizing and follow through
- A **relationship builder**, skilled in artfully managing external relations with donors, supporters, and stakeholder groups
- A **trusted partner** to diverse communities including communities of color and low-income populations
- A **transparent and generous communicator**, keeping board members and staff well and appropriately informed
- **Culturally competent**, with a commitment to and comfort level with working with a wide array of diverse individuals; an advocate for equity, diversity, and inclusion
- Able to **use data to inform decisions** and to make **difficult decisions** and articulate the decision rationale when appropriate
- Able to **engender credibility, trust, and confidence** of the Board and staff at all levels
- **Flexible and collaborative, patient and persistent, straightforward**
- A **“do-er”** with a willingness to be hands-on in developing and executing a variety of activities ranging from day-to-day operations to the highly creative, visible external relations
- Supportive and endorsing of **technological advances and resources** that serve HealthierHere's work, audiences, and mission
- **A keen, respectful, and empathic listener**
- **Authentic and humble**

The successful candidate will **have**:

- **A mission service mindset** that infuses their **leadership style**
- Knowledge of and experience in a **relevant health care ecosystem**
- **A sustainability lens** through which all work gets viewed, as appropriate
- Demonstrated **accessibility and approachability**, internally to staff and colleagues as well as externally to partners and community members
- Knowledge of the **social determinants of health** and their desired recognition in the health care system
- Excellent **interpersonal** skills with the ability to lead effectively in a team environment, **high emotional intelligence (EQ)**
- Ability to **collaborate and develop consensus while advancing goals and objectives**
- Understanding of and insights into the subtleties of **motivating and directing a diverse team** of personalities with different workstyles
- **A strong and energetic work ethic**
- Unquestionable professional **integrity**
- A **sense of humor, a seasoned perspective**, and a **containable ego**



ABOUT HEATHIERHERE

Vision

HealthierHere’s vision is that people in King County will experience significant gains in health and well-being because its community worked collectively to make the shift from costly, crisis-oriented responses to health and social problems to a connected system of whole-person care that focuses on prevention, embraces recovery and eliminates disparities.

The following will be essential to that improved system of care:

- ❖ Mechanisms for consumer voice to help inform decision-making for healthcare
- ❖ Information sharing systems that support community-clinical partnerships
- ❖ Care teams that are culturally competent and representative of community
- ❖ Payment models that reward improvement of health outcomes

Strategic Objectives

These objectives are found at the top of Page 3 of this Position Specification.

Legislative Policy Priorities

Near- and mid-term priorities include:

- ❖ Ensuring a robust behavioral health system
- ❖ Maintaining and making permanent telehealth statewide in Washington
- ❖ Addressing significant workforce capacity
- ❖ Advancing and protecting services that support social determinants of health
- ❖ Creating an anti-racist health care and social support system
- ❖ Supporting a robust public health system
- ❖ Preserving the safety net for the most vulnerable populations
- ❖ Continuing public financing for Accountable Communities of Health (ACHs)

The Work

HealthierHere brings people and organizations together from across sectors to improve how the health system works – addressing underlying barriers to health and wellness, and increasing access to high quality, culturally relevant behavioral and physical care. To improve health and advance equity in King County, WA, the organization:

- ❖ Build and strengthen partnerships
- ❖ Develop networks
- ❖ Share resources
- ❖ Drive and test innovations

HealthierHere is the Accountable Community of Health (“ACH”) for King County. There are nine regional ACHs in Washington State working with cross-sector partners to improve health and wellness as part of the Washington State Medicaid Transformation.



The Organization

HealthierHere is governed by a 26-member Board of Directors. There are 26 staff members who are currently working virtually with periodic staff meetings for business and organizational culture purposes. It is HealthierHere's intention to move to a hybrid/in-person option at some point in the future.

For additional detailed information on HealthierHere, please access www.healthierhere.org.

CONTACT INFORMATION

The Board of Directors anticipates offering a \$210,000 minimum annual salary for the role as described above; actual salary will depend on experience. A comprehensive benefits package will also be offered.

HealthierHere is an equal opportunity employer committed to a diverse, multi-cultural work environment. HealthierHere does not discriminate in employment based on age, race, gender, religion, veteran's status, national origin, disability, or sexual orientation.

For additional information regarding this opportunity, please contact:

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