Los Angeles Child Guidance Clinic
President & Chief Executive Officer

One of the nation’s most innovative mental health service providers seeks a visionary chief executive to broaden the organization’s base of financial support and rapidly expand best-in-class, compassionate, trauma-informed care to otherwise underserved children, youth and adults in Los Angeles.

Founded in 1924 as one of eight demonstration clinics by the Commonwealth Fund of New York and what is now known as the Mental Health Association in Los Angeles County, the Los Angeles Child Guidance Clinic is the oldest continuously operating agency of its kind in the West.

The Clinic has always been at the leading edge of innovative mental health programming for families. In the 1940s the Clinic began to adopt a multi-disciplinary team approach to treatment that combined the professional perspectives and expertise of psychologists, social workers and child psychiatrists. This model evolved to also include a parent and family component, enabling the team and clients to gain new shared insight into the complexities of each child’s and each family’s needs and develop better individualized treatment plans with improved emotional and behavioral outcomes.

The Clinic’s current approach to treatment is culturally sensitive, family-centered and consumer-driven. With the objective to serve the whole community, the Clinic will increasingly incorporate more diverse services for adults into its programs over the next years. This will require major changes in how programs are managed and funded, as well as infrastructure upgrades.

The Clinic annually serves 3,500 individuals and families in Central and South Los Angeles through a diverse portfolio of programs designed to empower children, youth and their families to reach their goals in school, build healthy relationships and enjoy emotional well-being. Services include nationally recognized, trauma-informed, evidence-based practices through five main programs:

- Early Intervention & Community Wellness
- Access & Wellness Center
- Outpatient Services
- Intensive Services
- The Avis & Mark Ridley-Thomas Life Learning Program.

Services are provided at three community-based centers in South Los Angeles, 20 local schools, a health center and a domestic violence shelter. Certain services are also provided in clients’ homes and in other community settings. The Clinic has an annual budget of $17.5m and publicly funded service contracts of $20m, with services primarily focused on mental health. A staff of 214 is led by the CEO’s Executive Management Team consisting of Vice Presidents of Administration and Finance, Advancement, Clinical Programs, and HR and Risk Management.

The organization’s two facilities on Vermont Avenue are fully owned and operated by the Clinic, built with donated dollars raised via two successful capital campaigns. Current plans include finalizing the purchase of a new property in order to move the Avis & Mark Ridley-Thomas Life Learning Program to Vermont Avenue from the University Park location.

Clinic services are viewed as models for care that are emulated by other organizations across the United States. The CEO is responsible for ensuring that the future of the Los Angeles Child
Guidance Clinic is as bright as its past, and that the Clinic continues to innovate while providing exceptional services to underserved clients in Central and South Los Angeles.

**BASIC FUNCTION**

Reporting to the Board of Directors, the President & CEO will provide the overall leadership and strategic direction for the organization.

The CEO acts as the organization’s fiduciary leader, translates the Clinic’s mission & vision into a Strategic Plan developed with the Board’s direction, keeps the Clinic financially and operationally strong, manages day-to-day operations, provides best-in-class mental health and other services to clients and ensures that the organization evolves to address the changing needs of communities served.

The CEO serves as the agency’s overall spokesperson, representative and executer of change, and cultivates strong working relationships with public agency leaders, elected officials, community leaders, service partners, donors and others.

Ideal candidates will have executive management experience in large-scale organizations serving low-income, under-resourced communities, and have a particular knowledge of healthcare markets and clinical competence in behavioral health. While management experience working at this scale is critical, equally important to success is a deep, personal understanding of mental and physical health policy issues affecting vulnerable populations in major urban areas.

**PRIORITIES**

Immediate priorities include:

- Thoroughly understand the Clinic’s history and culture; its Board, staff, volunteers, families, youth and children served and associated organizations within Los Angeles County and across California; The Clinic’s finances and funding; and programs, services and advocacy;
- Immediately assess the “state of play” of in-process activities and initiatives, providing support for those efforts as needed; ensure that the Clinic maintains a solid, safe and secure operational foundation in support of its mission; provide continuing assessment and professional development of staff to ensure organizational growth;
- Regularly update the Board on the Clinic’s finances and activities; provide timely and concise “state of the organization” assessments; evolve the Strategic Plan for the organization’s continued growth;
- Establish collaborative working relationships with the organization’s leaders, staff, community partners, and constituencies, foster and sustain a culture of cooperation, trust, communication, mutual support, teamwork and integrity;
- Complete hiring of a new, experienced Vice President of Advancement (when the CEO is hired, the search will be in mid-execution), with special attention to funding to expand Clinic operations;
- Be the driving force for all fundraising that is pursued in collaboration with Board members and staff; establish personal relationships with government funders, individual donors, foundations, and businesses that are able to fund the Clinic programs; develop
and periodically update a fundraising plan that includes staff and Board roles and responsibilities, and that is focused on developing increased individual, foundation, business and government support for the Clinic programs and services;

- Focus on expanding client base of children and families to 0-100 years, with particular attention to new funding opportunities (ACA, other funding sources unique to California like Prop. 63, etc) for new services for older adults.

**RESPONSIBILITIES**

The CEO will marshal the collective talent of the Clinic, Board and staff to provide direct service programs to, and advocacy on the behalf of, children, youth and families:

**MANAGEMENT**

- Ensure that the day-to-day operations and programs of the Clinic are smoothly and effectively administered; provide appropriate oversight of all staff and programs, with continued focus on program quality, innovation, funding and expansion;

- Ensure that staff competencies and the staffing mix are scaled to the needs of the organization and its clients; develop staff recognition programs and engender a collaborative environment; listen to staff concerns; encourage staff opportunities for growth within the organization;

- Provide for proper compliance and risk management, ensuring strict contract compliance with funder requirements, particularly the Los Angeles County Department of Mental Health, Department of Child and Family Services, Department of Rehabilitation, foundations and other granting sources;

- Be a change agent, ensuring that clinical and other services are continually strengthened, best practices for the field are implemented and followed, information systems are scaled to the needs of service providers and track information required to assure compliance to grant requirements, and that services are regularly evaluated and extended to new client cohorts aged 0 - 100.

**FUNDRAISING**

- Understand the current and prospective funding communities for the Clinic; in collaboration with the Board Advancement Committee Chair and the staff, create goals, strategies, assigned responsibilities, give/get targets, etc, in the interest of securing diverse streams of ongoing funds for the organization’s programs; engage Board and staff members in fundraising and share information on fundraising progress;

- Serve as fundraiser-in-chief, sustaining current funding levels and also actively expanding networks from which new funding can be cultivated across a diverse mix of corporate, foundation, individual, public sector funders, commercial insurance contractors, and new opportunities available through the Affordable Care Act and other programs; seek capacity-building funds to support the Clinic’s mission through a time of organizational change, expansion and transition;

- With the Vice President of Advancement and the Chair of the Advancement Committee personally drive fundraising solicitations, especially with government entities, major private donors, businesses, foundations and others; develop fundraising roles and objectives for the Board Chair, the Chair of the Development Committee, other Board
Members, the Development Team, and the Executive Management Team; be a major presence and force at development events;

- Continually explore new and creative marketing strategies that extend support for the Clinic to a broader base; create new opportunities for branding and enhancing the image of the Clinic.

**COMMUNICATIONS & ADVOCACY**

- Maintain, promote and provide visibility for the Clinic, by serving as a credible, articulate and effective spokesperson, in person and in writing; be the “face” of the organization, serving as an advocate for the Clinic’s children and families on policy and funding issues, in particular with local and state government and throughout Central and South Los Angeles communities; influence government action relating to funding for the Clinic programs;
- Ensure that the Clinic is recognized by clients, funders, partners and influencers in the field for its leadership, particularly in shaping and delivering mental health and associated services; develop and report on evidence-based outcome metrics;
- The CEO will be the organization’s policy advocate-in-chief, and will attend key meetings with allied agencies, organizations, and governmental entities in order to advance the interests of the Clinic and its clients; work in collaboration with the newly formed Board of Policy Advisors comprised of leading health policy experts to advance policies that support social and emotional well-being for children, youth and adults.

**STRATEGIC ALLIANCES & COMMUNITY PARTNERSHIPS**

- Identify and cultivate an expansive portfolio of strategic alliances and community-based partnerships important to the provision of essential services delivered by and through the Clinic;
- Foster ongoing communication and relationships with key elected officials to remain abreast of changing health care systems and approaches, funding sources and policies, and incorporate needed adjustments to the Clinic’s services and support infrastructure into the Strategic Plan.

**BOARD RELATIONS**

- Secure the Board’s trust and confidence; regularly provide concise reports to the Board on the state of the organization (key compliance issues, service delivery of programs and outcomes, revenue and expenses, and related administrative matters toward the development and execution of the agency’s mission, policy, and procedures);
- With the Board Chair, coordinate the efforts and initiatives of: various Board Committees and Task Forces, Board meeting agendas, Board retreats; recruitment of diverse, talented and experienced new Board members; encourage and plan Board members’ involvement in a range of the Clinic’s activities including in development of the Strategic Plan, fundraising, financial oversight, program review, etc;
- Develop and recommend policies and procedures as requested by the Board of Directors; implement approved Board policies, program goals and objectives and work collaboratively to enable the Board, its committees, and individual board members in fulfilling the Board’s governance functions.
**IDEAL EXPERIENCE**

The CEO should have the following type of experience and qualifications:

- Strong executive leadership experience in an organization of scale (200+ staff and/or a budget of $15m+) that provides diverse services to underserved urban clients; demonstrated knowledge of the field of behavioral health and the issues surrounding integration of behavioral health and physical health is critical for success; an advanced degree in business, public administration or related areas is preferred;

- A track record of securing public funding for health programs; demonstrated success in leading fundraising projects to include public and private sector funding sources; practical experience in securing large scale federal and/or philanthropic grants, particularly to fund capacity building and change management projects;

- Experience managing organizations through periods of intense change that includes: development of new and expanded services; service to new client cohorts; upgrades to operating infrastructure; staff training, hiring and retention; development of new funding streams, including securing of earned revenue through commercial insurance contracts; etc.;

- Exceptional knowledge of and adherence to the highest ethical standards, in accordance with standards established by major mental health associations and national models of services (whether or not a personal member of such an organization); deep knowledge of ethical and best-in-class business practices for mental health services, building sustainable funding and revenue streams, financial controls and audits, risk management and contract compliance, confidentiality and the limits thereof, and of mandated reporting laws (e.g., child/elder abuse, intended victims, HIPAA, and California laws, contract compliance, etc);

- In-depth knowledge of management processes, including: development of rational workflows and systems; development of a strong, service-oriented business culture; connecting means with ends; crisis management skills (particularly crisis management issues related to behavioral health services); budgeting, planning and controls; quality assurance and success metrics;

- Direct experience in overseeing key domains including: clinical and other services provided by therapists and allied professionals; finance & accounting; facilities; external relations; fund development; human resources; and IT (applying forward thinking in scaling and use of technology and in developing an IT-literate organization);

- Exceptional oral and written communication skills that includes demonstrated expertise in writing comprehensive reports and policies; studying and interpreting legal documents; and developing presentations for Board of Directors, management, outside parties, and the community at large;

- Successful interface with primary care partners on behalf of behavioral health services, particularly those serving mentally ill adults including those being diverted from prison, local jails, and other specialty populations that demonstrate high need;

- Proven success in developing strong relationships and working with non-profit board of directors or elected officials;
PERSONAL CHARACTERISTICS

The successful candidate should be:

- A mission-driven leader with a passion for addressing systemic issues of health disparities affecting low-income, under-resourced communities through multidisciplinary, entrepreneurial approaches that involve both direct services, community engagement, and systems-change strategies;

- Needs-responsive leader able to respond effectively to changing circumstances, manage organizational and financial risk, and adapt during periods of transition and, in times of uncertainty, is able to accurately assess capacity and scan the environment for opportunities aligned with the Clinic’s vision and goals, including fiscal, political, community and other;

- Exceptional strategist who has demonstrated success in developing and executing high level strategies in response to opportunities or threats with a keen ability for identifying and pursuing business opportunities aligned with the Clinic’s vision and goals;

- A diplomatic communicator with a proven record of garnering support from diverse levels of leadership including elected officials, community partnerships, allied organizations, advocates and stakeholders, especially in times of major change and displays sensitivity, tact and responsiveness in multiple situations. Ability to work effectively with individuals of diverse cultures, ages and backgrounds; , and genuine desire to stay apprised of community concerns and needs, and assuming the leadership role in helping to solve problems;

- A team builder able to analyze and formulate disparate information into a sound, well-organized plan; intrepid yet tactful; a skilled negotiator who does not drive themselves or others into a corner;

- Logical, analytical, and rational problem solver who is able to set and achieve realistic goals, creatively develop solutions, and mediate disputes effectively;

- Emotionally mature with a very good sense of humor and flexibility.

This position offers full time salary and benefits eligibility, with access to the University of Southern California credit union.

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