

Community Solutions Chief Programs Officer

Community Solutions seeks a senior clinical program executive with strong business acumen who embraces innovation, data, accountability and excellence, while providing inspiring leadership to a highly-skilled, professional team.

Since its founding as a teen drop-in center in 1972, Community Solutions (CS) in Gilroy, California has grown in both depth and breadth of services in response to the growing and changing needs in the community. As one of the most comprehensive nonprofit human services agencies in Santa Clara County and the surrounding areas, CS provides prevention, intervention, treatment, and residential services to more than 6000 clients annually, helping them overcome the challenges posed by mental health issues, substance abuse, trauma, severe family dysfunction, sexual and domestic violence, and human trafficking. Community Solutions serves:

- Children & Youth – CS provides a variety of support programs for those who are struggling with mental health issues, experiencing behavioral challenges, involved in the juvenile justice system, are part of the foster care system, and/or are in need of crisis intervention services and support.
- Adults & Older Adults – CS provides a broad spectrum of traditional and full-service partnership programs designed to assist those living with mental health and substance abuse challenges.
- Survivors of Violence – CS provides empowerment-based services to strengthen and support survivors of domestic violence, intimate partner abuse, sexual assault and human trafficking crimes; education and prevention services on these issues are also provided to schools, community groups and the public.

Community Solutions' Strategic Priorities for 2022 are:

- *Excellent Client Service:* Key initiatives are to develop a Utilization Management model and ensure data-driven client care.
- *Phenomenal Talent:* Key Initiatives are to retain CS Employees and increase the pool of skilled and diverse talent.
- *Optimum Resources:* Increase EMR efficiency and operationalize and increase Response Funds.

Community Solutions has a compassionate, strengths-based, client-centered, trauma-informed team and service delivery approach. Values of respect, integrity, excellence, compassion, celebration, initiative and unity guide the organization's culture. This is a professional, operationally-sound agency with plans to scale to meet the ongoing need.

Reporting to the Chief Executive Officer, the Chief Programs Officer is a member of the Executive Team which includes the Chief Financial and Operations Officer and Chief Development Officer. The CPO has three direct reports. The operating budget for fiscal year 21/22 is \$36M, with 90% derived from contracts. Community Solutions has a team of 350 professionals.

BASIC FUNCTION

The Chief Programs Officer (CPO) will be a mission-driven and innovative leader who leans into elevating the health and well-being of children, adults, and families. The CPO will join the CEO and other members of the leadership team in positioning CS to sustain and expand a dynamic portfolio of services. The CPO acts in alignment with agency values, exhibits the highest level of integrity, and is a strong partner in building Community Solutions' strategic direction, ensuring mission-focused programming, and building partnerships and services that meet near-term and long-term strategic objectives. The CPO will be essential to designing and implementing the agency's



strategies, unifying and integrating programs, developing new processes, and building internal capacity and capabilities. The CPO will further strengthen the organization by staying current with trends in the sector and be a visible presence to advocate for systemic change.

As a result of CalAIM goals, Community Solutions is evolving to a managed care model to provide cost-effective care in the most efficient and effective way. This will shift workflows to focus on outcomes and value-based initiatives, enabling CS to more effectively use data to inform client care.

The CPO will be a seasoned program executive with strong clinical experience who's adept at leading and inspiring teams to reach their program goals. The CPO will have a track record of building strong, positive relationships, both internally and with system partners. At their core, the CPO will have a foundational belief in, and approach to, leadership that is team-based, culturally-sensitive, and inclusive. Additionally, diversity and equity will guide their discussions and underpin all change. The CPO must be committed to leading with this lens. Ongoing responsibilities include:

PROGRAM STRATEGY AND LEADERSHIP

- Become thoroughly familiar with the agency's history and culture, programs and services, and current systems and processes; establish collaborative working relationships with the CEO, executive and program teams, and other constituencies; foster and sustain a culture of collaboration, transparency, kindness, open communication and dynamism; a champion for equity.
- Manage agency operations consistent with mission, clinical framework, cultural competence, contract compliance, and all applicable regulatory and legal requirements; review and understand grant contracts in order to meet deliverables and set processes so there are no gaps in funding and service delivery.
- Ensure the service portfolio is effective, rational, cost efficient and has lean and efficient workflows that are supported by funding streams across all programs (and partners); grow, modify and manage portfolio that maximizes the agency's impact with available resources and reduces redundancy; ensure programs are aligned with and reflect the mission, vision, values and goals of CS.
- Serve as a key thought partner with the executive team and an advisor to the CEO; provide culturally sensitive and strategic leadership to the organization in partnership with the other members of the leadership team.
- Along with the Chief Operations and Financial Officer, define needs for a utilization management platform to support treatment; utilize data to understand the efficacy of programs and drive high quality care; inform program and agency goals in the strategic plan; provide for ongoing training and support to ensure staff all levels effectively use evidence-based practices and technology tools.
- Build professional, collaborative external relationships; maintain a visible presence with county agencies, school districts, County Office of Education, nonprofit organizations and other stakeholders; participate in system-wide committees and groups to advocate and advance systemic change and guide policy decisions at the county and state level.
- In collaboration with the Director of Human Resources, hire, manage, inspire, evaluate and retain staff; ensure that staffing is appropriate to meet the organization's program and service goals; leverage the expertise of the team and create a culture of shared information, good communication, learning and improvement, responsibility and accountability
- Participate in long-range planning, policy development and strategy formulations.

TEAM MANAGEMENT

- Provide leadership and supervision to Senior Program Directors who lead the day-to-day program operations in the following program areas: Behavioral Health, Gender-Based Violence, and Housing & Residential.
- Create an environment that inspires and motivates; employ and demonstrate problem solving and conflict resolution techniques through a strength-based, solutions-focused lens.
- Provide direction and structure for work groups/programs to efficiently achieve goals and desired outcomes.
- Create team accountabilities and development goals; set objectives, review, and manage staff performance; mentor and develop individuals to be proactive and achieve excellence in all aspects of their work.
- Amplify existing client-centered learning culture; create opportunities to help others understand and utilize data; ensure that input and feedback from program team is used to inform the larger decisions CS will make; provide for staff development, training and career advancement opportunities; identify the skills to be further developed i.e., systems thinking, continuous improvement cycles, communication efficacy, client-centered approach, interpreting data etc.

FINANCIAL MANAGEMENT

- Act as an effective steward of Community Solutions' financial resources, plan for and understand implications of contract funding.
- Develop annual operating plans and oversee program and services budgets to ensure appropriate allocation of program funding and implementation of controls.
- Report on program initiatives and activities to CEO and Board of Directors.

QUALIFICATIONS & SENSIBILITIES

The Chief Programs Officer should possess the following:

- A passion for Community Solutions' mission to create opportunities for positive change by promoting and supporting the full potential of individuals, the strength of families, and the well being of the community.
- Ten+ years of executive level leadership in a complex health or mental health agency or similar sector. Five+ years of direct client work experience in psychology, social work or other behavioral science-related field. A Clinical Master's degree is strongly preferred or equivalent degree in management, public administration, or public health administration.
- A proven track record of managing effective teams and establishing new programs; nonprofit management experience and familiarity with Medi-Cal and private pay insurance billing and reimbursement is strongly preferred. Strong working knowledge of technology and proficiency with web-based applications, including electronic medical records.
- Experience administering multiple service units in separate locations and a working knowledge of community resources in Santa Clara County and surrounding areas is a plus. Knowledgeable in compliance, policies, practices, trends and information impacting the sector.
- Strong business acumen: ability to work with financial data and manage budgets in a complex, government-funded environment. Data-driven. Working knowledge of technology to support infrastructure development.

- The ability to internalize and communicate a strategy, break it down and convert it into a data-driven, results-oriented, integrated approach that galvanizes others and guides decision-making; ability to connect programs to organizational goals and outcomes; define desired results, establish methods to achieve them, and demonstrate/model accountability for outcomes.
- An enterprising and confident individual who inspires others in a collaborative environment that results in effective teamwork; excellent interpersonal and relationship-building skills; an inclination to coach and teach in order to improve knowledge and ability of others while holding people accountable for results.
- Demonstrated commitment to, and knowledge of, the principles of diversity, equity and inclusion.
- Excellent verbal and written communication skills that demonstrate capacity to present a compelling case, and to promote engagement and excitement while incorporating creativity and ensuring accuracy.
- A good listener and strategist; comfortable receiving input from many sources, and able to analyze and formulate disparate information into sound, well-organized plans.
- Direct yet tactful; respectful of others' concerns; someone with the flexibility and creativity to find alternative ways to reach objectives when barriers arise; a skilled negotiator who seeks and nurtures win-win situations; emotionally mature and even-keeled.
- A team builder – confident and competent, with strong skills in management and leadership; one who understands the subtleties of motivating and directing a team with different work styles.
- A hard worker with a high energy level; a “doer” willing to work hands-on in developing and executing a variety of activities.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly required to both sit and stand for extended periods, lift and move objects up to 25lbs, talk and hear, and use office equipment.

WORK ENVIRONMENT AND LOCATION:

- This position is located within commutable distance to our Gilroy, CA headquarters. Occasional travel to offsite meetings and conferences required.
- Must be able to meet and receive a criminal records clearance as required by specific programs, licensing regulations and Community Solutions practices.
- License: Possess a valid California driver's license, current car insurance and a good driving record as documented by a DMV report and consistent with the Agency's liability insurance requirements.
- Requires access to an automobile to perform routine job duties.
- COVID-19 Vaccination: In accordance with County Health Orders, Community Solutions has adopted a COVID-19 vaccination policy to safeguard the health and well-being of our employees and clients. As a condition of employment, Community Solutions employees are required to be fully vaccinated (including booster when eligible) for COVID-19, unless a reasonable accommodation is approved or as otherwise required by law.

DIVERSITY, EQUITY, AND INCLUSION:

Community Solutions is deeply committed to diversity, equity, and inclusion. We are a team of dedicated professionals with backgrounds as diverse as the impact we achieve. We are committed to diversity in our workforce and to equal employment opportunity regardless of race, color, ancestry, religion, sex, national origin, sexual orientation, age, citizenship, marital status, disability, gender identity or Veteran status. We encourage candidates from all backgrounds to apply.

For further information, to apply, or to nominate another, please contact:

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