



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Chief Executive Officer

24 September 2018



Carlson Beck advises **Caminar** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION



Chief Executive Officer

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: SAN MATEO, CALIFORNIA

THE ORGANIZATION

Mission

Our mission is to empower and support individuals and families to move toward resilience, wellness, and independence.

Overview

Caminar was founded in San Mateo County in 1964 by a group of family members, social workers, and mental health service providers with a shared vision of community-based recovery from mental health crisis. Through their leadership, Caminar established cutting-edge services that bridged the gap in care for adults with serious mental health conditions who were being discharged into the community.

Over the years, Caminar added complementary services, such as supported education, employment, and housing programs, which served to help more people live successfully in the community, in accordance with their ability and choice, while effectively managing their mental health conditions. The organization also expanded from its base in San Mateo County to establish operations in Butte, San Francisco, and Solano counties.

Over the last 18 months, Caminar has advanced its strategy of extending its continuums of care to meet the increasingly complex total health needs of individuals and families by adding three new divisions:

- Family & Children Services of Silicon Valley, based in Santa Clara County, merged with Caminar in January 2017. Founded to provide community-based mental health care during World War II and incorporated in 1948, Family & Children Services brought to Caminar expertise in child and adolescent mental health, school-based programs, substance use treatment, and family violence and abuse prevention.
- Healthy Partnerships, founded in 1997 and based in Solano County, was acquired by Caminar in May 2018. The addition of Healthy Partnerships expanded Caminar’s capacity to serve adolescents and adults with co-occurring substance use and mental health conditions in Solano County.

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- Project Ninety, founded in 1972 and based in San Mateo County, merged with Caminar this June, expanding the organization's substance use disorder programming and significantly expanding the supply of beds for transitional and residential services.

Through these partnerships, Caminar's annual budget has more than doubled since FY 2016, from \$18M to \$39M in FY 2019.

The organization's prevention, treatment, and recovery services reach more than 20,000 individuals annually in a five-county Northern California service area: Butte, San Francisco, San Mateo, Santa Clara, and Solano. The board of directors, employees, and volunteers share a belief in the potential for people to recover from behavioral health conditions and to live full lives. The philanthropic investment of corporate, foundation, and individual donors allows the organization to ensure that individuals and families, regardless of income, receive top quality, individualized care and support.

Caminar, with its breadth of expertise and diversity of programs, top caliber staff, and reputation for excellence and innovation, is well-positioned for the evolving healthcare environment. Board and staff leadership see tremendous potential to leverage existing areas of strength for emerging opportunities and grow fundraising and social enterprises for the benefit of our communities' health and wellness.

Programs and Services: Empowering People to Move Toward Resilience, Wellness, and Independence

Through its diverse and growing portfolio of programs, Caminar seeks to prevent and to alleviate underlying issues that affect the overall health and wellness of individuals, families, and communities. Using a holistic approach, staff members provide services across the spectrum of behavioral health and whole-person care needs.

The organization's services have achieved the highest level of accreditation by CARF (Commission on Accreditation of Rehabilitation Facilities), the leading international body that accredits health and human services organizations.

Programs span the continuum of care from prevention to wellness and recovery. The mix of programs and target populations vary by region. Examples of culturally competent, evidence-based services include:

- Prevention: School-based youth and family support services; trauma-informed schools initiative; family violence and abuse prevention programs; LGBTQ youth and young adult programming.
- Intervention and Treatment: Crisis residential programs; mental health case management; individual and family therapy (including services for co-occurring substance use and mental health disorders); residential and outpatient substance use treatment.
- Recovery and Wellness: Integrated health care; medication clinics; supported housing; supported education; supported employment; peer support.

Caminar also operates social enterprises, which raise funds to reinvest in the organization's mission. These enterprises include a concierge style behavioral health division (Olivos), housing complexes, and client-operated businesses (located in Butte County).



Learn more about programs by region at www.caminar.org. Client stories, which illustrate the services provided, are featured in newsletters, annual reports, videos, and an online library (www.caminar.org/success-stories/).

Operations and Organizational Structure

Caminar is governed by a 20-member Board of Directors. The organization has a staff of approximately 500 full- and part-time employees who deliver client services and manage agency operations. Direct service personnel include psychiatrists, nurses, clinical social workers, marriage and family therapists, housing specialists, job developers, job coaches, and peer workers.

Staff report up to the CEO via an Executive Management Team comprised of the:

- Chief Operating Officer
- Executive Director, Project Ninety
- Executive Director, FCS Division
- Executive Director, Solano County Region
- Executive Director, San Mateo County Region

The broader Management Team includes the Executive Management Team above as well as:

- Director of Finance & Accounting
- Director of Human Resources
- Director of Case Management, San Mateo County Region
- Director of Quality Improvement
- Director of Development
- Director of Grants and Communication
- Co-Director, Jobs Plus San Mateo, Solano, Butte, and San Francisco Counties
- Co-Director, Jobs Plus Employment and Vocational Services
- Director of Residential Services, San Mateo County Region
- Director of Information Technology
- Director of Program Services, FCS Division

Caminar places a strong emphasis on professional development and recently implemented scholarship programs and expanded training initiatives to promote continuing education and professional growth.

The organization has a highly regarded clinical intern training programs and takes pride in preparing emerging behavioral and physical health professionals.

With the recent series of mergers completed since January 2017 comes the challenge of integration of people, systems, processes and procedures, as well as organizational cultures. The new CEO will lead Caminar's efforts in continuing a successful merger into a well-run whole enterprise.

Organizational Culture of Innovation, Excellence, and Collaboration

Caminar, as a merged organization, has a shared commitment to quality care, with respect for the dignity of clients. It has a tradition of excellence, compassion and dedication to continuous learning and innovation. Caminar plays a leadership role in working against stigma and increasing awareness about behavioral health conditions and the potential for recovery.



Caminar works with some of the most vulnerable members of its community. The work is demanding and Caminar staff bring a rigor of professional standards as well as a level of compassion and human kindness to their work on a daily basis. They are mission-driven professionals doing mission-based work.

THE POSITION

The Chief Executive Officer (“CEO”) of Caminar is responsible for visionary leadership and astute management of the organization, including establishing long-range goals, organizational strategies, plans and policies. Additionally, the CEO is ultimately responsible for effective programs and services, fundraising (including strategies for increasing the large donor base) for self-sustainability, financial operations, and external relations (building networks, relationships with elected officials and public health representatives, serving as the spokesperson, participating on conference panels and making presentations, raising Caminar’s profile).

The CEO is charged with delivering on the mission, programs and services, and strategic goals of the agency in a fiscally, ethically and legally sound manner. The CEO plays a leading role, partnering closely with the Board of Directors and Executive Management Team, in developing and articulating the strategic direction of Caminar and implementing the resulting strategies and initiatives. The CEO will help foster and enable increased communication between the Board and staff, resulting in more alignment of information, perspective, and desired goals and outcomes. The CEO will build relationships with key external partners, such as elected officials, county health officials, state legislators, and other influencers, to further and support Caminar’s work throughout its five-county impact area.

The ideal candidate is a strong leader with excellent management, communication and motivational skills. S/he is a seasoned administrator with several years of proven experience and a deep understanding of and talent in effective and inspirational management of staff, fundraising, and Board relations. S/he will be skilled at managing a multi-site agency and able to ensure consistent philosophy, ethos, business practices, and standards across the various sites and staffs.

Broad nonprofit management experience is highly desired or comparable professional experience, as is credibility with Caminar’s Board, staff, public health partners, private clients, funders, and donors.

A successful candidate must demonstrate the presence and maturity to work effectively with and inspire a committed volunteer Board, major donors, institutional funders, municipal partners, elected officials, and staff.

The CEO of Caminar reports to the Board of Directors, with the Board Chair as a primary liaison.

It is not required that this executive have a clinical health background and experience maneuvering effectively in the county-by-county mental health worlds; however, experience in these areas would be a plus.

The Professional Opportunity

This position provides the challenge and opportunity for the new CEO is to be externally facing in relationship building activities that raise Caminar’s profile, increase and extend its program and service partnerships, and garner additional public health service contracts as well as private donor financial support. This external work has an internal counterpart of leading and managing staff, motivating and inspiring them



with the knowledge and understanding of the deep demands of the nature of behavioral health services on the health care providers. Additionally, the CEO must bring the ability to evaluate trends, anticipate impact, and execute strategies where the mental health sector, and Caminar specifically, could be impacted by a change in County support.

As previously noted, the ongoing and successful integration of the recently merged entities into the whole Agency is a top priority for the new CEO. A supportive and mentoring leader with high emotional intelligence will enhance staff's ability to fulfill Caminar's mission.

All of the above is being accomplished by the new CEO while the laws and regulations of behavioral health, mental health services, and public health funding vary by county in California and funding and services are subject to regulatory changes coming out of Washington, D.C.

This is an opportunity to be a leader and inspirational advocate in the field of mental health in northern California. It is also an opportunity to be a thought leader in the mental health field throughout California.

The Board is prioritizing an executive who can deeply feel the mission, learn the industry if coming from outside the mental health field, and be a visionary leader and communicator. Caminar's track record of success and impact make this opportunity highly attractive for the right professional.

Responsibilities

Organizational Leadership & Strategy

- Offers deep knowledge of the mental health world to Caminar in order to better serve its constituents.
- Provides leadership and management to ensure that the mission and core values of the Agency are put into practice.
- Establishes credibility throughout the organization and with the Board of Directors as an effective developer of solutions to business challenges.
- Refines Caminar's brand, mission and strategy to include all merged entities.
- In collaboration with the Executive Management Team, reviews and audits existing operations, how they currently help fulfill Caminar's mission, and shifts strategies if the operations are not contributing to organizational goals.
- Spearheads the development, communication and implementation of effective growth strategies and processes.
- Fosters a success-oriented, accountable environment within the organization.
- Motivates and leads a high-performance management team; attracts, recruits and retains required members of the executive team not currently in place.

Governance

- Collaborates with the Board Chair and Executive Committee in setting Board meeting agendas, preparing materials and managing meetings;
- Assists the Board in recruiting new members and establishing an effective committee structure and related governance guidelines; and
- Serves in an *ex-officio* capacity on Board committees, including Finance, Fund Development, Strategic Planning, and others as requested by the Board.



Fundraising

- Promotes a culture of philanthropy at Caminar where all staff and Board members bring top-of-mind awareness to how to enhance private support for the organization;
- Develops a strategy, in partnership with Development staff and Board, to increase the number of major donors to the Caminar cause;
- Works with Development and Grantwriting to ensure funding for programs and services; and
- Assist, as required, in preparing Requests for Proposals and obtaining new Program Contracts.

Finance, Operations and Program Development

- Collaborates with the Executive Management Team to develop and implement plans for the operational infrastructure of systems, processes and personnel designed to accommodate the growth objectives of the Agency.
- Partners with the Director of Finance & Accounting in being responsible for driving the Agency to achieve budget targets, profitability, cash flow and business goals and objectives.

External Relations

- Acts as lead “client-care officer” through communication and advocacy with staff and partners;
- Serves as the primary spokesperson and “face” of Caminar in the field and community;
- Represents the Agency with clients, investors and business partners;
- Actively seeks opportunities to speak on panels at industry conferences, give presentations, serve as a thought leader on trends and activities in mental health services and policy; and
- Is the inspirational and motivational leader of Caminar’s organizational brand, and the efforts to elevate it.

Human Resources

- Via the Chief Operating Officer and Director of Finance & Accounting, oversees the development and implementation of HR policies, procedures and practices;
- Collaborates with the Chief Operating Officer and Director of Finance & Accounting to implement performance management process for staff which includes regularly monitoring staff performance and annual performance reviews;
- Provides mentoring as a cornerstone to the management career development program; and
- In partnership with the Chief Operating Officer, oversees the establishment of management processes, IT systems and communication channels which enable effective and efficient delivery of programs and management of Caminar.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Experience: Minimum of 10 years of supervisory or managerial experience (**nonprofit, for-profit, government**) in positions of increasing responsibilities.

Demonstrated ability to achieve goals and objectives and manage key customer/constituent relationships.

Demonstrated track record of history of fiscal responsibility for organizational profit and loss.

Experience leading and managing a multi-site enterprise, and successfully meeting the challenge of minimizing the “balkanization” or “franchise” aspects of multi-site operations.



Track record of inspiring and motivating staff, engendering their best work.

Partnering with Board of Directors in a positive and productive way to achieve desired organizational outcomes.

Demonstrated experience of the nonprofit environment and activities.

Education: A Bachelor's degree or equivalent experience in a relevant field combined with appropriate business experience sufficient to reflect the professional stature of Caminar and to earn credibility on its behalf is required. A graduate degree is a strong plus.

COMPETENCIES/ATTRIBUTES

The successful candidate will **have:**

- Ability to achieve political connections to county/government leaders.
- Experience successfully managing a multi-site agency.
- Experience with government funding and billing requirements.
- Experience working with consumers, funders and other stakeholders in a positive and professional manner at all times.
- Experience with fundraising and grant writing for nonprofits.
- Excellent oral and written communication skills -- speaks clearly and persuasively in positive or negative situations, demonstrates group presentation skills and conducts meetings; completes written correspondence and other formal communications skillfully and professionally.
- Excellent computer skills, including extensive work with Microsoft Office.
- A sense of humor and a containable ego

The successful candidate will **be:**

- Passionate about Caminar's mission.
- A dynamic self-starter with demonstrated ability to work independently on special projects.
- Professionally discreet, with the ability to maintain a high level of confidentiality, a professional demeanor and to represent the organization in a positive manner at all times.
- Professionally and personally mature, able to exercise good judgment, and emotionally stable.
- A Problem solver -- identifies and resolves problems in a timely manner and gathers and analyzes information skillfully.
- Customer Service oriented -- manages difficult customer situations, responds promptly to customer needs and solicits customer feedback to improve service.
- Focused on quality management -- looks for ways to improve and promote quality and demonstrates accuracy and thoroughness.
- Well organized and planning-oriented -- prioritizes and plans work activities, uses time efficiently and develops realistic action plans.
- Adaptable and flexible -- adapts to changes in the work environment, manages competing demands and is able to deal with frequent change, delays or unexpected events.
- An advocate for safety and security -- actively promotes and personally observes safety and security procedures and uses equipment and materials properly.

Flexible Competencies/Attributes include:

- Professional experience and knowledge of social rehabilitation and sensitivity to the needs and circumstances of people with severe and persistent mental illness.

- Knowledge of current local, state and federal laws and regulations and accreditation standards related to the delivery of ambulatory health care, safety and risk management.

Specific Requirements

- Must be able to meet and receive a criminal records clearance, as required by Title XXII, other licensing regulations, and Caminar practices.
- This position requires frequent driving. A valid California driver license, reliable personal vehicle, current personal auto insurance as required by law, and an MVR sufficient to obtain and reasonably maintain insurability under agency auto liability policies are all essential job requirements.
- Must be able to pass post-offer, pre-employment medical and drug tests as required under State Community Care Licensing regulations and/or agency policies.
- A personal cell phone with reliable service and, if applicable, a data plan to use for business purposes.
- May be required to OR must obtain and maintain First Aid and CPR certification.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

Caminar is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.

For additional information regarding this opportunity, please contact:

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