



## Position Profile

# President & Chief Executive Officer

## The Centers/Circle Health Services

Cleveland, Ohio

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### The Organization:

The Centers/Circle Health Services (“The Centers”) is one of the largest and most dynamic nonprofit health and human services agencies in Northern Ohio. The organization was formed in 2017 through an affiliation agreement between Circle Health Services and The Centers for Families and Children; each of these legacy institutions will celebrate 50 years of service to the community in 2020. Throughout these five decades, The Centers for Families and Children and Circle Health Services have focused on empowering people in Greater Cleveland to live better lives by ensuring that they have access to health services, early childhood education, family support, and workforce and workplace development.

Today these now-affiliated organizations have approximately 550 passionate employees who serve more than 23,000 people annually at 14 locations throughout Greater Cleveland and the inner ring suburbs. The Centers’ mission is to improve the lives of those the organization serves through integrated behavioral health, primary care, early learning and workforce services. The organization’s vision is that through innovation and leadership, The Centers strengthens the community by providing individuals and families with life-changing solutions to lead healthier and more successful lives.

The Centers’ services and locations include:

- **Integrated Health & Wellness:** With 5 locations in Cleveland plus one each in East Cleveland and Parma, the health and wellness centers integrate mental and physical health, primary care, dental, behavioral health, pharmacy services, addiction and substance abuse treatment, HIV/AIDS prevention and support services along with trauma recovery services. The Circle Health affiliate operates as a Federally Qualified Health Center (FQHC).
- **Early Learning & Family Support:** The Centers operates 7 early learning centers in Northeast Ohio and also provides a home-based program. Head Start has given these early learning and preschool programs a top 5-star rating.
- **Workforce Development:** The El Barrio workforce centers offer short-term training, specialized industry certifications, employment searches and job placement services with more than 100 corporate partners.

The Centers’ governance structure was formulated after the affiliation in 2017. Circle Health Services Governing Board serves as the parent board, with 15 Principal Directors. The Circle Health Services Board meets monthly and is responsible for overall strategy, financial oversight and Federally Qualified Health Center compliance. The Centers Governing Board has 36 Principal Directors. This Board meets quarterly and has oversight for Head Start, early learning and workforce development strategy along with fundraising and advocacy. All the Principal Directors of the Circle Health Services Board are also members of The Centers board.

The organization’s annual operating budget is over \$62MM and is generated from a variety of sources including healthcare reimbursements and fee-for-service, program revenues, grants from local, state and federal sources along with funding from private foundations and philanthropy. Elizabeth Newman joined The Centers in an executive role in 2012 and became President & CEO in 2015. She recently announced her resignation to join a large public company. As a result, the Board of Directors has embarked on a national search to seek a new CEO for this multifaceted organization. More information about The Centers can be found on its website: [www.thecentersohio.org](http://www.thecentersohio.org)

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**The Position:****Location:**

The President & Chief Executive Officer position is based at The Centers Administration Center in the Nancy Lyon Porter Building, 4500 Euclid Avenue, Cleveland, Ohio 44103; telephone (216) 432-7200.

**Reporting Relationships:**

The President & Chief Executive Officer (“CEO”) reports to the Chair of the Circle Health Services Governing Board of Directors. The CEO directs the Executive Team: Chief Financial Officer, Chief Operating Officer & General Counsel, Chief of Programs-Early Learning, Family Services & Workforce Development, Chief of Programs-Health, Chief Medical Officer, Senior Vice President-Strategic Initiatives & External Affairs, Vice President-Government Relations & Development, Vice President-Human Resources and Executive Assistant. The Centers employs approximately 550 employees, over 340 of whom are members of the Service Employees International Union.

Other important relationships include: representatives of partner entities such as hospitals and healthcare systems; community-based organizations; government agencies; universities and other educational institutions; federal, state and local elected officials and their staffs; private insurance companies; foundations and other philanthropic organizations; community leaders from business, and other nonprofit organizations and agencies; outside financial advisors, vendors and consultants; clients and their families.

**Position Charter:**

The President & Chief Executive Officer of The Centers/Circle Health Services has overall responsibility and authority for the strategic, programmatic, administrative, and financial management of operations for Circle Health Services and The Centers for Families and Children as affiliated organizations. This includes:

- Working closely with the Board of Directors to develop, shape and execute the organization’s strategic plan including continued growth to meet community needs.
- Supporting the Board members in meeting their fiduciary and governance responsibilities as well as ensuring operational oversight.
- Managing complex financial resources including cultivation and diversification of revenue sources to support a business model that operates in a regulatory environment.
- Recruiting, developing and inspiring a diverse team of leaders and builds team to support the organizations’ work and mission.
- Facilitating advocacy initiatives and brokering community and business partnerships to advance the affiliated organizations’ mission.
- Playing a leadership role in the community regarding issues which relate to the affiliated organization’s mission.
- Positioning The Centers to foster a strong brand image for a multi-service health and human services non-profit and to articulate the overall value proposition.

**Major Duties and Responsibilities:****Management**

- Lead the efforts of the team to execute on the affiliated organizations’ strategic plan for all business units.
- Ensure The Centers delivers the highest quality physical and mental healthcare, early childhood education and workforce development services to the organization’s clients.
- Ensure the affiliated organizations’ strategic plan is refined on an annual basis and identified measurable strategic priorities. Align leadership team and personal goals to strategic priorities and operational objectives on an annual basis.
- Oversee regular strategic planning, using measurable goals and objectives, best practices, and regular assessments of local, state, and national trends.
- Drive efforts to grow and diversify the affiliated organizations’ revenue streams and to ensure long-term organization financial integrity, efficiency, viability, sustainability, and transparency.
- Develop and maintain relationships with foundations, corporations, elected officials, and other funders and donors, and directly solicits funds and contributions.

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- Actively participate in industry organizations (Medicaid, Behavioral Health, Head Start) as it relates to government policies that can affect the organization; serve on committees and in leadership as well as supports other members of the executive team in their participation as well.
- Oversee efforts to recruit, retain, develop, and engage affiliated organization employees resulting in a stable, motivated workforce.
- Actively plan for the next generation of organization leaders including the development of succession plans for key executive roles.
- Foster a values-based culture and holds team members accountable to articulated leadership behaviors.
- Oversee efforts to maintain an effective working relationship with the affiliated organizations' union.
- Oversee efforts to ensure effective communication and information sharing with team members at all levels and effective synergy between program and support functions to better serve the affiliated organizations' clients, patients, families and customers.
- Provide visible leadership and advocacy on behalf of the populations served by the affiliated organizations – including all aspects of the organization's community clients (early childhood, behavioral health, primary care, workforce development).
- Serve as chief spokesperson.
- Ensure that adequate safety, crisis prevention/management, and disaster recovery systems, practices, and policies are in place.
- Promote partnerships in the community including but not limited to acquisitions, affiliations, and special programs to better serve the organization and its clients.

## Governance

- Serve as an *ex officio* member of the Board of Directors and all Board Committees; attend all Board and Board Executive Committee meetings; and attend other Board Committee meetings as needed.
- Work with the Board Chair and Governance Committee to ensure that all new Board members receive a timely orientation, ensure all Board members have an appropriate committee assignment and that all Board members are as engaged and fully utilized as possible.
- Work with the Board Chair to ensure that all principal Board members annually sign the Statement of Expectations and Conflict of Interest Disclosure Forms.
- Serve as lead staff liaison to both the Board Executive and Governance Committees.
- Ensure that all appropriate Board records are maintained, including the affiliated organization's Code of Regulations, and the minutes and approved resolutions of all Board and Board Executive Committee meetings.
- Prepare Annual CEO Performance Goals/Objectives, to be mutually agreed-upon with Board Executive Committee as recommended by the Compensation Committee and against which the CEO is evaluated by the Board annually.
- With input from the Board and Governance Committee, develop an annual recruitment plan based on the needs of the Board; identify and cultivate relationships with prospective Board members, and oversee the review and approval process for all new Board members.
- Oversee staff leads for each Board committee and ensure all committees are conducted within the guidelines of the Code of Regulations.
- Work with Board Chair to develop and maintain strong relations between Board and Team and create routine learning opportunities for all Board members.
- Work with Board Chair to set agenda and location for all Board meetings and consult annually with Board Chair about the appropriateness of an annual Board Retreat.
- Work collaboratively with the Board on all matters of Board governance, policy, mission, and strategic objectives.
- Regularly keep the Board informed and advised about financial status of the affiliated organizations and all major developments and issues.
- Present annual proposed Budget to the Board for its approval.
- Ensure that a CEO Succession Plan is in place and is updated regularly.

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### ***Travel:***

The CEO is expected to attend local, regional and national meetings and conferences as well as engage with elected officials and their staffs in the Ohio state capital of Columbus and in Washington DC.

### ***Compensation and Benefits:***

The President & Chief Executive Officer is expected to earn an attractive compensation package; appropriate benefits and some relocation assistance will be provided.

### ***The Candidate:***

#### ***Education:***

A Bachelor's degree is required, and an advanced degree is strongly preferred.

#### ***Professional Qualifications:***

The ideal candidate must have a proven track record of success with at least 10 years of experience and increasing responsibilities including several years at the senior leadership level. This career track may come from a variety of backgrounds such as: serving as the top executive within a progressive and comparably-sized healthcare or human services-focused public or private nonprofit organization; experience as a “#2” or other senior-level executive at a larger like enterprise as noted above; or an executive from another complex healthcare or human services agency. Alternative experience could include private sector leadership experience with a background that demonstrates commitment to nonprofit organizations. Significant Board interaction and experience leading large staffs is strongly desired.

#### ***Knowledge, Skills, Abilities and Attributes:***

- **Executive leadership experience:** 10+ years of strong administrative leadership of a complex healthcare or human service organization or private sector enterprise.
- **Mission-focused:** demonstrated commitment to The Center's mission supporting the Northeast Ohio community.
- **Behavioral healthcare:** in-depth understanding of the business of behavioral healthcare and demonstrated understanding of the issues facing the human services sector.
- **Fiscal management:** experience in developing, managing, and dealing with budgets of at least \$10 million.
- **Management:** team-oriented management style focused on achieving operational and strategic results, continuous improvement, and performance excellence.
- **Advocacy:** capable of advocating for The Centers and for sound public policy while developing effective working relationships with elected/appointed officials and their staffs.
- **Labor relations:** management experience in a unionized work environment; experience with labor negotiations.
- **Planning:** experience successfully working with staff and Board to develop and implement strategic vision and tactical plans.
- **Board relationships:** significant involvement with Board of Directors and Board committees.
- **Insurers/third party payers:** understanding of reimbursement for physical and mental healthcare services and associated insurers.
- **Diversity:** experience working with diverse groups; promotes diversity programmatically.
- **External relationships:** developed effective relationships with local and national networks in public sector, nonprofit organizations, businesses and other provider organizations.
- **Resource development:** experience with varied funding sources including government funders, grants, private donors, foundations and corporate philanthropy.
- **Media/public relations:** ability to effectively articulate goals, objectives and policy positions of The Centers to the media and the community at large.
- **Community relationships:** actively engages with clients and constituents served by The Centers; participates in other community-based organizations.
- **Negotiation:** able to effectively negotiate “win-win” solutions to issues and conflicts.

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- **Business acumen:** ability and experience to understand and employ strong business principles and practices to the operations side of The Centers' activities as well as financial management of the entire organization.
- **Facilities:** able to provide executive oversight in the management and upkeep of The Centers' properties.

### Desired personal traits:

- **Executive leadership:** possesses breadth, presence and ability to manage, influence and inspire others.
- **Mission:** able to embrace and champion The Centers' mission.
- **Visionary:** can articulate vision to others at all levels of the organization and community.
- **Communication:** excellent oral and written communication and presentation skills; active listener.
- **Integrity:** possesses the highest personal ethical and moral standards.
- **Compassionate:** demonstrates a sincere desire to care and provide services for those in need.
- **Interpersonal skills:** personable; can relate to people of diverse social, economic and cultural backgrounds; demonstrates emotional intelligence.
- **Results oriented:** demonstrated record of achievements; meets established goals and objectives.
- **Decision making:** demonstrates good judgment and firmness in decision-making; carefully assesses facts of a situation and weighs alternatives: able to make difficult decisions.
- **Innovation:** takes initiative; a proactive person who demonstrates leading edge thinking; open to evaluating and trying new ideas.
- **Collaborative:** demonstrates a willingness and ability to work with and through others; able to forge effective working relationships with various parties and encourage them to work together toward common goals.
- **Team player:** management style which supports and encourages the efforts of staff; demonstrates knowledge of and ability to manage group dynamics.
- **Organized:** able to manage multiple high priority tasks simultaneously.
- **Change agent:** anticipates need for change; develops and leads resources and processes to facilitate and manage change.
- **Executive presence:** professional demeanor and style; tactful; gracious.
- **Initiative:** displays a passion for "getting the job done"; strong personal work ethic; "roll up the sleeves" attitude.
- **Credible:** able to build confidence, trust and, respect from staff, Board members, agency and community representatives.
- **Self-awareness:** displays high level of understanding self, open to feedback and uses it for self-improvement.
- **Resilience:** has positive outlook; able to handle setbacks, looks to create solutions rather than placing blame.

### Challenges and Opportunity:

The projected first year accomplishments for the new President & Chief Executive Officer include:

- Establish presence at The Centers and in the broader Northeast Ohio community and make an immediate impact in this leadership role by keeping pace with ongoing matters and the daily demands of the position.
- Enhance The Centers' presence and reputation in Northeast Ohio and nationally through collaborations, alliances and partnerships with other area healthcare, education, government and related organizations and institutions.
- Initiate formal and informal introductions and connections with The Centers' donors and key stakeholders-- Board, staff, individual donors, elected officials, corporate/foundations leaders, peer-leaders at like-organizations, Northeast Ohio nonprofit, healthcare, education and business leaders- - through varied communications and in-person meetings.
- Working with the Board, staff and other key constituents, begin the efforts to develop The Centers' next multi-year strategic plan (2021-2025) complete with a business plan and appropriate metrics to achieve the plan.
- Work to improve productivity and the fiscal health of the Federally Qualified Health Center and behavioral healthcare practice.

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The President & Chief Executive Officer position of The Centers is an outstanding opportunity for a multi-faceted leader who is mission driven but also appreciates the complex structure of The Centers and its programs and services. This person will play a highly visible public role, speaking on behalf of not only The Centers organization but for all agencies and organizations that are involved in issues around healthcare, early childhood development, workforce and talent development and other community services in Northeast Ohio and nationally.

**Cleveland and Northeastern Ohio:**

Cleveland, Ohio, is one of the nation's most exciting metropolitan areas. The Greater Cleveland region includes residents from diverse ethnic backgrounds and has maintained a solid economy with a mix of service, healthcare, and manufacturing businesses. The area has long been recognized as a community with an outstanding "culture of philanthropy" with residents and the corporate community showing great generosity in supporting nonprofit organizations like The Centers.

Cleveland's arts and culture include galleries, community festivals, restaurants, world-renowned orchestra, art museums and thriving theatre. On the shores of Lake Erie, the area is also home to beautiful parks and a myriad of recreational opportunities. Educational organizations include outstanding public and private school systems, community colleges and public and private institutions of higher learning. Professional and collegiate athletics include major league football, baseball, basketball, and collegiate Division I, II and III sports programs. For more information about living in Greater Cleveland: [www.neorelocationguide.com](http://www.neorelocationguide.com)

**Contacts:**

The client organization we represent, and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin or disability. Interested candidates should send a resume/CV to WAVERLY PARTNERS, the executive search firm retained by The Centers Board:

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