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## POSITION PROFILE

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# Executive Director

September 2017

**South Lane Mental Health seeks a visionary leader to succeed our long-time Executive Director, who is retiring in April 2018 after 25 years at the helm. The ideal candidate will have the skills, experience, and enthusiasm to inspire our outstanding staff and volunteers to achieve our mission despite shifting and uncertain federal, state, and local healthcare policy and funding.**

#### ABOUT SOUTH LANE MENTAL HEALTH

South Lane Mental Health is a non-profit community mental health organization with an annual operating budget of \$6 million and 100 employees providing an array of services in the greater Cottage Grove, Oregon region.

The story of South Lane Mental Health's creation is one of community and compassion — two underlying traits that endure to this day. About 30 years ago, a mentally ill homeless woman moved into the First Presbyterian Church of Cottage Grove. She was paranoid and psychotic and ended up in a Portland-area psychiatric facility for treatment. When she was ready to be released from the hospital, social workers recommended a community-based residential program, but Cottage Grove did not have one. It's not known if the woman returned to Cottage Grove, even though she wanted to. Saddened by this, Church parishioners decided that the community could do better. They established a nonprofit to provide residential services for individuals with severe mental health challenges.

Today, South Lane Mental Health annually assists 2,600 primarily low-income adults and children with services to address the unique mental, emotional, and behavioral health needs of each individual.

Community-based care is a cornerstone of South Lane Mental Health services, which are offered in-office and around the city at client homes, local parks, doctors' offices, cafés, and schools. Services are provided one-on-one, in family sessions, and in groups. They include:

- Outpatient counseling
- Crisis services
- Prescribing and managing psychiatric medications
- Case management
- Intensive and specialty services for youth and their families
- Assertive Community Treatment for adults with persistent and severe mental illness
- Substance Use Disorder services for adolescents and adults with dual diagnoses and chronic pain

#### MISSION & VALUES

South Lane Mental Health's mission is to restore hope and renew lives through mental health treatment, education, and advocacy.

South Lane Mental Health strives to be solutions-focused and strengths-based. An enduring and guiding principle at South Lane Mental Health is to ensure that anyone who seeks help, regardless of their insurance status or ability to pay, is connected with services that are right for them.

South Lane Mental Health also places high value on:

- Dignity, respect, and compassion for all
- Accountability for the ethical, efficient, and effective use of resources
- The creative contributions of dedicated staff, volunteers, and stakeholders
- The importance of family, community, and other local connections
- A commitment to providing leadership in developing a strong network of partnerships, as well as a responsive and innovative service-delivery system that meets the community's unique needs

## STAFF, LEADERSHIP & BOARD

South Lane Mental Health's staff of 100 is highly trained, professional, and engaged. More than half have advanced degrees.

South Lane Mental Health has a lean leadership team and high-quality supervisory staff who ensure that individuals or teams of individuals have the tools to do their jobs effectively. Every clinical staff member is on a treatment team and many also serve on operating committees, which are open to all employees and volunteers. Teams and committees foster organizational communication and help with setting priorities, as well as with implementing on-the-ground improvements, and tracking how South Lane Mental Health fits into broader health care and social services delivery.



Photo by Steven Cross

A 12-member Board of Directors provides oversight of the agency. Board members bring a rich variety of business, professional, and practical experience to their service. One South Lane Mental Health Board member is a client and many others are parents or partners of clients. A quarter of the Board members have served for more than 20 years.

## COMMUNITY CONNECTIONS

South Lane Mental Health has a strong regional reputation for the role that it plays in community healthcare and social services. We also take our role as a good community partner seriously and work collaboratively whenever possible to help address clients' many and varied needs — such as homelessness, joblessness, and poverty — that are not strictly “mental health” in nature. South Lane Mental Health partners with a broad array of other non-profits and governmental units that all have an investment in a healthy and productive citizenry. Long-term and deep partnerships include:

- Since 1991, South Lane Mental Health has been a contractor for Medicaid (Oregon Health Plan) services, initially with the County and more recently with Trillium Community Health Plans — the Coordinated Care Organization for Lane County.
- The Cottage Grove First Presbyterian Church owns the foster home and apartments and leases them to South Lane Mental Health at no charge.
- In 2010, the City of Cottage Grove in partnership with South Lane Mental Health secured a Community Development Block Grant to purchase, renovate, and equip a 9,000-square-foot community mental health services center that is now owned and operated by South Lane Mental Health.
- In addition to providing on-site crisis response at PeaceHealth Cottage Grove Community Hospital, South Lane Mental Health leadership and staff collaborate with physicians on initiatives to integrate physical and behavioral health, and improve patient experience and community health outcomes.
- As of 2017, South Lane Mental Health has therapists on site in every school in the South Lane and Creswell School Districts. This is a highly unique and effective way to ensure access to critical mental health services for youth and adolescents year-round.

## OPERATING MODEL

About 85% of the agency's revenues are generated by payments for services, mostly from the state and for Oregon Health Plan (Medicaid) clients.

Each year, South Lane Mental Health provides about \$350,000 worth of charity care — or free and sliding scale services — for low-income individuals in crisis or with substandard insurance or Medicare-only coverage.

South Lane Mental Health owns its complex of offices on Birch Avenue in Cottage Grove. The agency also rents:

- An office on Washington Street in Cottage Grove for five therapists
- A building on Fifth Street in downtown Cottage Grove that houses a newly established recovery services program
- An office building in Island Park in Springfield for intensive services for children and greater Lane County Nurse Practitioner consultation

## THE COTTAGE GROVE COMMUNITY

South Lane Mental Health's operations are based in Cottage Grove, Oregon, located in the beautiful Southern Willamette Valley about 25 minutes south of the Eugene-Springfield metropolitan area. Cottage Grove — with a combined city and outlying county population of about 35,000 — is the commercial center of the region. Residents love the small-town feel of the community and their friendly, caring, and helpful neighbors.



In addition to an historic downtown, Cottage Grove offers many ways to enjoy a range of culture and heritage, from experiencing amateur community theater, to historic museums, and music in the park. Summer is busy with many

gatherings and events such as Bohemia Mining Days, Western Oregon Exposition, a Covered Bridges festival, an Olympic-level triathlon, bike rides, and road runs. The area is an outdoor-lover's paradise with abundant recreation nearby, including:

- Lakes for swimming, boating, windsurfing
- Rivers for wading, kayaking, fishing
- Mountains for hiking, camping, hunting
- A paved 16-mile Rails-to-Trails path for walking, biking, horseback riding
- City parks featuring amenities for tennis, basketball, skateboarding



Photos by Greg Lee



Ski areas and the Oregon Coast are both just an hour-and-a-half drive from Cottage Grove, while Portland is about two-and-a-half hours away.



## THE POSITION

The Executive Director is responsible for leading South Lane Mental Health in its mission of restoring hope and renewing lives through compassionate mental health services, support, and advocacy. The Executive Director, hired by and accountable to the Board of Directors, oversees management of all aspects of the non-profit organization.

## KEY RESPONSIBILITIES

### LEADERSHIP & DIRECTION:

- Ensure services meet community needs while also achieving strategic objectives
- Provide strong advocacy for clients, the organization, and the community
- Lead strategic planning for mission fulfillment, provision of services, financial stability, and sustainability
- Provide analyses that identify and address operational challenges and opportunities
- Create annual operating plans and budgets, and assess outcomes
- Build organizational leadership capacity

### FINANCIAL PERFORMANCE & VIABILITY:

- Advance relationships with critical funders including Trillium/Centene, Lane County's CCO
- Work with the Board of Directors and agency staff to develop sound fiscal strategies and to create and monitor a balanced annual operating budget
- Ensure appropriate systems of financial accountability are in place and that financial statements accurately reflect the agency's financial condition
- Identify and cultivate new revenue sources and support strategies that attract public, private, and foundation funds
- Conduct long-term financial planning for major capital needs and capacity growth

### MANAGEMENT & ADMINISTRATION:

- Align infrastructure, business, clinical processes, and staffing practices to meet the needs and objectives of South Lane Mental Health's mission, clients, and community
- Provide guidance and direction to senior management
- Facilitate effective decision-making and communication processes
- Monitor clinical, administrative, and financial indicators of quantity and quality
- Ensure appropriate business and information management systems are in place
- Comply with applicable laws, administrative rules, and funding requirements
- Identify and implement best practices in non-profit management and community-based mental health
- Oversee the management of agency facilities

### ORGANIZATIONAL CULTURE & VALUES:

- Cultivate a work environment where respect, empowerment, and communication support high-quality, competent, and committed staff
- Support agency values of community service, innovation, trust, compassion, and humility, as well as an understanding of the culture of poverty and marginalized and disenfranchised populations
- Align workplace policies, processes, and practices with agency values and structure

#### BOARD RELATIONS:

- Provide the Board with strategic, policy, legal, financial, and other information necessary to consider issues and make well-informed decisions in a timely manner
- Deliver timely assessments and reports of progress toward program, service, clinical, financial, and other agency goals and activities
- Work with the Board to ensure financial stability and ways to further agency mission
- Support Board operations as needed

#### COMMUNITY RELATIONS & COLLABORATION:

- Foster advocacy and outreach to local, county, and state officials, and to community and business leaders
- Create opportunities for community-based service providers to collaborate for the benefit of the community, clients, and the organizations involved
- Support efforts to maintain a consistent, high-quality public image for the agency
- Develop positive relationships with media and community representatives
- Seek opportunities to publicly present agency programs, services, and achievements

#### QUALIFICATIONS & EXPERIENCE:

To be considered for this position, candidates must have:

- A minimum of 5 years of experience in a senior leadership position for a complex, mid-to-large-sized health care, mental health, or human services organization; or 7 years of progressively responsible leadership experience.
- A bachelor's degree in human services, health care management, or a related field. A master's degree is strongly preferred.
- The ability to pass a state-required criminal records check.

#### REQUIRED DEMONSTRATED COMPETENCIES

- **Finance** — Hands-on proficiency in overseeing a multi-million dollar organizational, project, or department budget, including managing strategic budgeting processes, understanding non-profit finance and public funding sources, and being accountable for fiscal results.
- **Contract Management** — Experience with contract negotiation, compliance, and administration.
- **Leadership** — A track record of managing, supervising, and coaching a range of staff in a safe and supportive workplace and the ability to delegate tasks and responsibilities and collaborate.
- **Team Building** — Track record of creating and maintaining a safe and supportive workplace, inspiring loyalty and trust, and building positive relationships with team members at all levels.
- **Strategic Thinking** — Ability to see the big picture and prioritize time, resources, and efforts.
- **Communication** — Outstanding written and oral communication skills and strong public speaking ability.
- **Partnership** — Working constructively with community members, government officials, and funders such as state agencies, insurance companies, foundations, and donors.
- **Mental Health Service Delivery** — Professional familiarity with the fields of human services, mental health, health care, or substance use treatment.
- **Discernment** — Ability to balance clinical, cultural, and ethical values with financial and organizational needs.
- **Compassion** — Understanding of rural communities and marginalized populations.
- **Accountability** — Experience working with non-profit boards of directors and understanding governance principals and managerial best practices.

## POSITION REQUIREMENTS

- The Executive Director position is full time and exempt.
- The job is located in Cottage Grove, Oregon.
- Duties, responsibilities and activities may change at any time with or without notice.
- While performing the duties of this job, the employee is regularly required to communicate through speaking, hearing and using a computer. Some filing is necessary, requiring the ability to lift files, open filing cabinets, and bend or stand on a stool as necessary.
- Some travel within the region is required; with minimal travel overnight and/or outside the local area.

## BENEFITS

South Lane Mental Health benefits include:

- Exceptional culture where employees are supported and trusted
- 100% employer payment of health insurance premium for the employee
- Dental, vision, and prescription drug insurance
- Generous paid time off
- Opportunity to contribute to a 403(b) retirement account
- Opportunities for training and reimbursement for licensure and certification costs

## HOW TO APPLY

Qualified applicants should send a cover letter and résumé to [edsearch@slmh.org](mailto:edsearch@slmh.org). In your cover letter:

- ✓ Tell us why you are interested in this position
- ✓ Summarize your qualifications for an executive-level leadership role (and, if applicable, please address any gaps in your résumé)
- ✓ Describe your experience working in the human services and/or healthcare field, with a board of directors, and with budgeting and non-profit finance

Résumé reviews are on a rolling basis.

No agencies, recruiters, or phone calls please.

*South Lane Mental Health is an equal opportunity employer committed to a diverse, multi-cultural work environment. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status and/or any other status in accordance with law.*

## RESOURCES

To learn more about South Lane Mental Health and the Cottage Grove community please visit:

- South Lane Mental Health's website (<http://www.slmh.org/>)
- South Lane Mental Health's Facebook Page (<https://www.facebook.com/SouthLaneMentalHealth/>)
- The Cottage Grove Chamber of Commerce's website (<http://cgchamber.com/>)
- The City of Cottage Grove's website (<http://www.cottagegrove.org/>)
- Eugene Cascades & Coast website (<https://www.eugencascadescoast.org/cottage-grove/>)
- Be Your Best Facebook page (<https://www.facebook.com/bybcottagegrove/>)