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GENERATIONS

HEALTH CARE INITIATIVES

EXECUTIVE POSITION PROFILE

ORGANIZATION

Generations Health Care Initiatives

POSITION

Executive Director

APPLICATION DEADLINE

Applications will be accepted until October 20, 2023 with review of candidates beginning immediately.

We encourage and appreciate early applications.

COMPENSATION

Salary Range: \$115,000 - \$130,000

BRIEF

Ballinger | Leafblad is pleased to conduct the search for an Executive Director at Generations Health Care Initiatives in Duluth, Minnesota.

CONTACT

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Lars Leafblad, lars@ballingerleafblad.com

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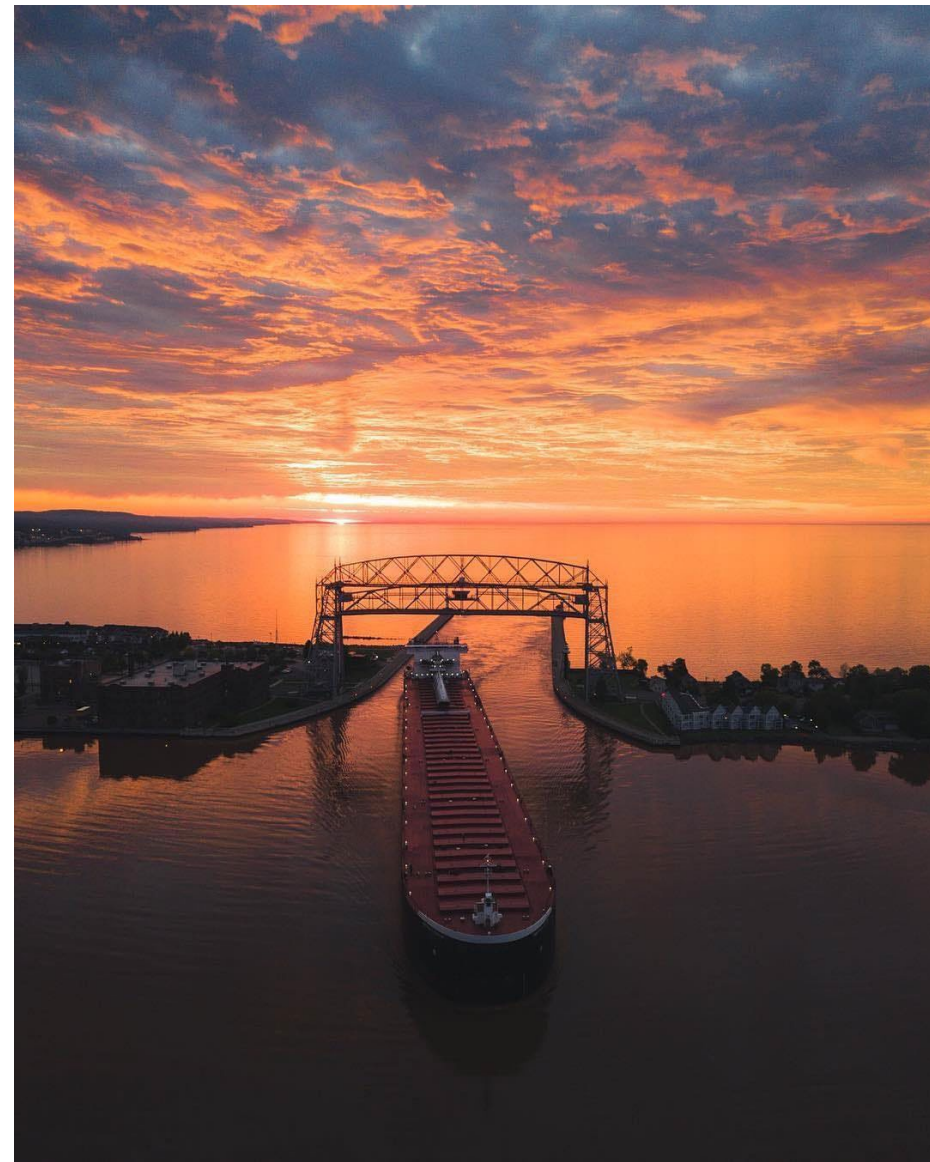
ORGANIZATIONAL OVERVIEW

Generations Health Care Initiatives works to advance health equity and improve community health through education, collaboration and support.

Generations provides resources to make optimal health accessible and attainable to people and communities experiencing health inequities.

The Foundation stewards an overall investment of \$11 million, with a \$1.1 million annual budget. The organization is in strong financial standing.

Learn more at <https://ghci.us/>



HISTORY

Generations Health Care Initiatives carries forward the legacy of the Andreas M. Miller Trust. Andreas Miller was a mining and logging entrepreneur during the late 1800s and early 1900s. He served as Duluth's mayor and was a philanthropist. The underlying purpose of his bequest was to care for the region's "sick and helpless poor."

The Andreas Miller Trust originally established Duluth's Miller Memorial Hospital in 1934, the predecessor to Miller-Dwan Medical Center. After the merger between the SMDC Health System and Miller-Dwan Medical Center in 2001, Generations was formed to carry on the legacy of Andreas Miller. The base of funding was dedicated to implementing innovative strategies to address health needs in Duluth and the surrounding area.

In its formative years, the organization's primary focus was access to care. Through the early work of the Twin Ports Health Access Coalition, several bold initiatives were undertaken to provide health coverage for the uninsured and under-insured. With the passage of the Affordable Care Act, Generations continues to focus on access to care, but has broadened its work to expand access to mental health and dental care and improve health status at the community level, with a special emphasis on under-served populations. In 2021, Generations celebrated its 20th anniversary as a private foundation.

ORGANIZATIONAL CULTURE

- Proud of the organization's work
- Committed to the mission
- Passionate about access to healthcare
- Innovative; open to new ideas
- Team oriented, collaborative
- Longevity and dedication of staff



MISSION

Engaging the community to improve health for all, especially the underserved.

VISION

A community where all attain their highest potential for health and well-being.

VALUES

- Optimal health and well-being for all
- Community collaboration
- Innovation and bold solutions to improve health
- Integrity in all aspects of work

PRIORITY AREAS

Improve Access to Care

Goals:

- *Reduce disparities in uninsured*
- *Increase accessibility & availability of comprehensive & affordable insurance*

Since its inception, Generations has focused on access to care as a key strategy for improving health. One major barrier to accessing care is lack of health insurance. Much of Generations' early work focused on developing innovative local programs to expand health coverage options in order to reduce the rate of those who are uninsured and under-insured.

Primary initiatives are:



Insure Duluth Coalition

After the Affordable Care Act became law in 2010, and Minnesota elected to establish its own state-based exchange, Generations held several

community conversations about where people would like to go for assistance enrolling in coverage through MNsure.

Based on those conversations, a coordinated community approach to outreach and enrollment assistance was developed, with several partners serving as navigator organizations, and many more partners conducting outreach with their networks and communities. Together, these 15 partners, representing community non-profit agencies, health care providers, faith communities, higher education, and St. Louis County Public

Health & Human Services make up the Insure Duluth Coalition. Generations serves as the lead agency, coordinating and convening partners for Insure Duluth activities.

Funding for navigators comes from the MNsure Navigator Outreach and Enrollment Grant Program and the Blue Cross Blue Shield Access to Coverage grant program. Generations has been the MNsure grantee for the Greater Duluth Navigator Network since 2013, and a Blue Cross Blue Shield grantee since 2020.

Lake Superior Community Health Center

Lake Superior Community Health Center provides a safety net for people of all ages, offering low-cost health and dental services, referrals, and advocacy for children, teens, and adults. Major funding from Generations over the years has helped the organization purchase and remodel its current building in Duluth, establish a free and low-cost dental clinic, upgrade equipment, add programs, and better serve Twin Ports-area residents.

Health Care Access Office

Since 2005, Generations has provided continuous funding for the Health Care Access Office at the Lake Superior Community Health Center in Duluth and Superior to get uninsured families and individuals on the path to good health. Trained staff members assist with insurance enrollment, explain plan coverage and care options, and make referrals to community resources and other public programs, all at no cost to the client.

PRIORITY AREAS, cont.

Advance Health Equity

Goals:

- *Improve health of focus population by addressing social determinants of health (SDOH)*
- *Nurture diversity, equity and inclusion*

Advancing health equity is imperative in achieving Generations' vision. Long-standing structural inequities have resulted from the distribution of power and resources based on principles of racial, class and gender hierarchy. These underlying structures, in the form of systems, policies, and practices, impact the social determinants of health, the conditions in which people are born, grow, live, work, and age. Generations is committed to enhancing multi-sector collaborations to develop strategies that effectively improve the social and structural determinants of health in our communities.

Community Health Worker Initiatives

In partnership with Healthy Northland, Generations started the Community Health Worker (CHW) Network in 2017, a mutual support and training network for the CHWs in our region. Generations continues to connect CHWs and their supervisors to network support groups led by the Minnesota CHW Alliance. Working with partners, Generations is committed to facilitating and supporting the development of sustainable CHW models that will allow the CHW field to grow and thrive. Generations works on regional and statewide CHW collaborations, and has connections to national initiatives. We will continue to bring best practices for CHW integration to our community.



Together for Health (ACH)

Together for Health is an innovative, collaborative approach to providing access to coordinated delivery of social, economic, and educational services to improve outcomes for students and their families in Duluth's three Full Service Community Schools – Myers-Wilkins Elementary School, Lincoln Park Middle School and Denfeld High School. The program builds on the strengths and diversity of the schools and neighborhoods, health care and mental health providers, public health, and local community agencies. Through financial support from Generations to the Duluth Community School Collaborative, a Community Health Coordinator works with students and families, serving as a liaison to health and social services.

PRIORITY AREAS, cont.

Leverage and Support Strategic Alliances

Goals

- *Improve collaboration to make a greater impact on community health*
- *Make data and information readily available, useable and understandable*

As health care evolves to embrace population health and moves upstream to address the root causes of poor health, Generations has assumed a key leadership role in accelerating this change at the local, regional, and state level. Generations maintains an infrastructure to guide, manage, and measure local community health improvement efforts, retaining a special focus on underserved populations.

Bridge to Health Survey



The Bridge to Health Survey has been a valued source of health status data on adults in northeastern Minnesota and Douglas County, Wisconsin, for 25 years, filling a gap in locally relevant data. The survey has been repeated every five years since it was first launched in 1995. Throughout its history, the survey has been a collaborative effort involving organizations representing public health, tribal health services, hospitals, clinics, non-profit agencies, health plans, foundations, and educational institutions. Generations has directed and been a major financial sponsor of the survey since 2005.

<https://bridgetohealthsurvey.com/>

Bridging Health Duluth

Bridging Health Duluth is a coalition of local organizations that have combined resources, skills, and expertise to improve the health of all people in Duluth. Every three years, Bridging Health Duluth, in collaboration with community, leads a Community Health Needs Assessment and develops a Community Health Improvement Plan.

Formed in 2016, Bridging Health Duluth was conceived by a group of Duluth-based community partners working together on the 2015 Bridge to Health Survey. There was a desire to continue the collaborative momentum by joining forces on a community health needs assessment, a task that was traditionally conducted separately by each organization. Generations continues to be the fiscal agent and plays a leadership role on the coalition.



Resourceful

Resourceful is a resource and referral platform for social services that exists to connect all people in need with available programs. Resourceful makes it easy for

people facing social needs—and those who help others—to find and make referrals to appropriate programs and services for food, shelter, health care, work, financial assistance, and more. The project is a growing collaborative effort started by Essentia Health, Generations, Wilderness Health and Stratis Health with funding from Blue Cross Blue Shield of Minnesota and UCare.

Unique to this effort is the use of community-based participatory evaluation. Partnerships with ARC Northland and Lincoln Park Children and Families Collaborative are a centering community voice in guiding the project evaluation.

A Community Advisory Team of diverse community members are co-leaders in the evaluation process and are actively engaged in determining the goals and evaluation questions.

SUMMARY

The Executive Director is the chief executive/operating officer of the organization and is directly responsible for, and directly accountable for, the operation of the organization. This position recommends strategy and brings new opportunities to the Board of Directors and interfaces with the general public as a spokesperson of the organization. Any following references to Generations Health Care Initiatives, Inc. also include any entities that Generations operates.

This opportunity is available due to the retirement of Executive Director Mary Rapps.

MANAGEMENT RESPONSIBILITIES

The Executive Director reports to the Board of Directors.

- Exhibit a leadership style of cooperation, creativity, encouragement, partnership, optimism and determination.
- Proactively lead an organizational culture that values and rewards equity, passion, collaboration, honesty, achievement, teamwork, creativity and innovation.
- Set a tone of optimism, innovation and collaboration within the organization. Maintain and enhance the positive culture within the organization.
- Select, train, motivate, and evaluate Generations' staff with a focus on maximizing individual and group capabilities.
- Assure ongoing professional development and coaching for staff at all levels.
- Identify and analyze the structure of the organization, design of jobs, and work processes.

ESSENTIAL RESPONSIBILITIES

Strategic Leadership

- Demonstrate strong commitment to the mission of Generations Health Care Initiatives, "engaging the community to improve health for all, especially the underserved."
- Lead the development and implementation of the organization's strategic plan and readily adapt to changes in the environment.
- Keep abreast of policy changes and best practices in order to ensure Generations is effectively improving health in the communities it serves.
- Work directly with the Generations' Board of Directors to define business and strategic plans and determine opportunities for health improvement initiatives in the community.
- Oversee the development and funding of program initiatives that are consistent with the strategic plan.
- Achieve program outcomes and measurable goals as defined by grantors, program partners, or set by Generations.
- Provide executive leadership and oversight for advocacy and community relations efforts on behalf of Generations.
- Develop and maintain an equity lens in key relationships including with Board, staff and all partners

Community Engagement/External Relationships

- Initiate and develop on Generations' behalf, relationships with health care, government, nonprofit, faith communities, business, education, neighborhoods, vulnerable populations, etc.
- Foster collaboration among various segments of the community to address health issues pursuant to Generations' mission and strategic plan, at times leading initiatives and other times being a member of the team.
- Recognize that health inequities exist within communities of color and other disadvantaged populations, therefore cultivating relationships and remaining actively involved with the communities experiencing the greatest health inequities.
- Positively communicate and manage relationships with people of diverse backgrounds and cultures
- Represent Generations as a leader in the area of health at the local, regional, state, and national levels.

Operational/Personnel Management

- Responsible for overall management and operations of the business of the organization.
- Execute and deliver contracts in the name of the organization, including leases, funding contracts, bonds, or other instruments pertaining to the business of this organization.
- Demonstrate effective management and oversight of daily operational functions, i.e., human resources, office space, risk management, daily work flow, etc.
- Maintain a positive, safe work environment.
- Oversee effective organizational communications

Fiscal Management and Fund Development

- Oversee the financial management of Generations.
- Ensure that the organization is fiscally sound and that proper financial policies and procedures are in place.
- Provide oversight of external investment advisors.
- Manage financial sources, providing oversight and ensuring reporting requirements are met.

Board Relations

- Serve as an ex-officio member of the Board of Directors; responsible for operational and financial reports presented at regular Board meetings.
- Develop and maintain an active, engaged Board of Directors and committee framework committed to furthering Generation's mission and vision.
- Provide Board members with sufficient information to make informed decisions.
- Ensure the Board operates in accordance with standards of good governance.
- Remain current in the field of health care and community health by subscribing to publications and attending pertinent conferences, informing Board members of key issues when appropriate
- Perform other duties as requested by the Generations' Board of Directors.

DESIRED QUALIFICATIONS

- Bachelor's degree or equivalent in a related field and 5 years' relevant administrative experience and/or training; or equivalent combination of education and experience.
- Knowledge/experience in current health care systems and ability to align with organizational goals and outcomes.
- Understanding of philanthropic leadership in the community and the role of community foundations within that landscape.
- Experience creating and successfully executing operational and strategic plans.
- Experience working within health care communities and developing relationships with principals in health care, public health, social services, government, business, and community.
- Experience in interviewing, hiring, and training employees; planning, assigning, and directing work, experience with conflict resolution, and performance appraisal.
- Entrepreneurial orientation coupled with willingness to "roll up sleeves" and do work at various levels.
- Strategy minded; able to focus on the big picture.
- Politically astute; able to navigate relationships and responsibilities
- Self-starter, work independently, high work capacity.
- Ability to take rough concepts and develop a plan of action (i.e. "next steps").
- Exhibit the highest ethical standards and support the mission of Generations Health Care Initiatives.
- Exceptional verbal, written and presentation skills.
- Demonstrated commitment and enthusiasm for the work of building healthy communities.

COMPENSATION AND BENEFITS

The salary range for this position is \$115,000 - \$130,000. Compensation includes participation in a generous and comprehensive benefits plan.

TO APPLY

Inquiries may be directed to Holly Kelsey-Henry: holly@ballingerleafblad.com.

Applications will be accepted until October 20, 2023 or until the position has been filled, which may be earlier. There will be an immediate and ongoing review of candidates, so *we encourage and appreciate early applications*.

All inquiries will remain confidential.