

VIEWCREST ADVISORS

Chief Executive Officer

Position Description, 2023



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THE ORGANIZATION

For more than 30 years, Mental Health Cooperative (MHC) has been helping adults with severe, persistent, mental illness (SPMI) and children with serious emotional challenges live quality lives in the community with ongoing support and treatment. The organization's sole purpose is to support and treat those challenged with serious mental illness and poverty; every client lives at or below poverty guidelines and services are funded by the TennCare Medicaid Program or Safety Net funds. MHC is proud to be a leading provider of integrated care for those with behavioral health issues in the state of Tennessee.

MHC's program model is based on a case management approach, caring for the whole person while addressing SPMI. Through engagement in our collaborative approach to behavioral health, physical health, and substance use services, individuals experience hope and a fulfilling life after diagnosis.

Examples of MHC's history of developing unique, innovative approaches include the Partners in Care program, launched in June 2021; the program pairs Metro Nashville Police officers with MHC clinicians to respond to mental health calls, decreasing the number of arrests for individuals with SPMI. REACH, a similar program launched in 2023, pairs MHC clinicians with paramedics. MHC's Emergency Psychiatric Services (EPS) provides 24/7 mental health crisis services and has benefited the community in multiple ways. For example: police, rather than waiting at hospital emergency rooms, can bring individuals to MHC's EPS, enabling officers to return to their precincts quickly.

With an annual operating budget nearing \$100 million and a talented, committed team of 800+, MHC operates 12 behavioral health clinics throughout Middle and West Tennessee, and is the largest known provider of primary care/behavioral health integrated partnerships in the state and provides psychotherapy in 25 community primary care partner sites across TN. Our vision is to deliver exceptional comprehensive services that improve health outcomes, remove barriers to care, and foster hope in those served, while inspiring employees to innovate and thrive.

THE OPPORTUNITY

The next Chief Executive Officer (CEO) will build on MHC's market leadership and impressive track record of case and care model innovations to deepen outcomes and support even more consumers.

This is an outstanding opportunity for an inspiring and disciplined healthcare/behavioral health leader with a strong track record of: strategic organizational leadership, innovation and growth; operational infrastructure development and governance; managing relationships with payors and community stakeholders; guiding investments that ensure quality, efficiency, risk management and compliance; leading and mentoring a results-oriented team; and building an organizational culture that is accountable, effective and empowering.

The Role: Chief Executive Officer
Reports to: Board of Directors
Based: Nashville, Tennessee

Strategy and Organizational Leadership

- Represent, and advocate for, the organization externally with all stakeholders (TennCare, payors, Tennessee Department of Mental Health and Substance Use services; community partners and with national associations); act as MHC's chief spokesperson about its unique model and strong outcomes.
- Identify compelling ways to strengthen MHC's care model while investing in innovative approaches that can support life-changing care for consumers.
- Strategically guide the organization to achieve: the highest quality, measurable program outcomes, efficiency and ROI while balancing financial sustainability and service alignment within a value-based contracting environment.

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- Engage the Board of Directors by openly communicating about the organization's opportunities, choices, and progress toward goals; partner on the on-going refinement of the three-year strategic plan.
- Monitor trends in behavioral/integrated health best practices, and managed care; share knowledge and insights, and engage both board and leadership as decisions or adjustments are required by the market.
- Support a smooth transition from MHC's current CEO, with an eye toward organizational structure and stability, while laying additional groundwork for future growth.

Operational Excellence at Scale

- Partner with the executive team and all colleagues to implement the three-year plan.
- Oversee the ongoing development of aligned infrastructure, systems, processes and technology that support consumer care and seamlessly integrate multiple service lines.
- Continue to mature MHC's governance, risk and compliance, and facilities to address its expanded scope of services.
- In partnership with finance, ensure budgets and investments dually achieve organizational objectives and drive sustainability.

Management and Culture

- Inspire a diverse team and embody MHC's core values of serving consumers with severe and persistent mental illness who are experiencing other barriers.
- Promote and model a culture of high engagement, excellence and continuous improvement.
- Drive coordination and internal communications across service teams and initiatives; ensure the development of workplans with specific timeframes and deliverables; measure progress against goals.
- Mentor and manage leaders across MHC's inter-dependent service areas – Emergency Psychiatric Care, Substance Use Treatment, Primary Care Clinic and Pharmacy, Adult Services and Children and Youth Services – as well as Finance, Technology and Human Resources.
- In partnership with HR, establish effective training, development, recruiting and retention functions and strategies; clarify role definitions, responsibilities and professional development opportunities to allow talented, passionate staff to grow in their careers while, in parallel, positioning MHC to grow and to attract future talent.

LEADER PROFILE

Leadership Attributes:

- Genuine commitment to serving with heart, and authentically connecting with, vulnerable consumers; commitment to the care management model.
- Deep alignment with MHC's core values: connection; innovation; compassion; and integrity.
- Action-oriented, collaborative and transparent leader who builds a positive, collaborative culture and has successfully championed, growth, innovation and change management initiatives. Brings the skills, sensitivity, and confidence to build organizational alignment and tap into the power of each team member.
- Strategic insight and financial discipline to balance program requirements/objectives against available resources, operating efficiency and return expectations.
- A persuasive and effective communicator, with past success building strong relationships that engender trust and strong connections to staff; able to effectively partner internally and externally with a variety of audiences and partners.
- Other qualities: resourcefulness, adaptivity/resilience, high energy, creativity/innovation as well as strong judgment and maturity, empathy and care.

Professional Experience:

- Significant C-level, p&l and change leadership experience overseeing the delivery of high-performing, multi-site mental health/substance use, integrated healthcare or healthcare services.
- Ideally brings a mix of as many as possible of the following, tangible accomplishments, or knowledge:

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- as a compelling external representative and mission advocate;
- refining and executing on ambitious strategic plans that deliver meaningful performance, program outcomes and growth;
- Driving market innovation and growth and/or charting a higher impact course through their leadership;
- mentoring and inclusively leading and aligning a high-performing team;
- of value-based contracting and/or Medicaid programs/funding;
- within a healthcare or behavioral health organization or division that is operating with scale:
 - driving operational/fiscal discipline, transparency and problem-solving to bolster the work of clinical teams as they deliver with quality and efficiency;
 - setting clear priorities as well as guiding investments in people, innovations, operations and systems;
 - ensuring rigorous decision-making.
- Knowledge of Tennessee would be a plus but isn't required.

The base salary range has been established at \$350,000 - \$400,000. This salary range is an estimate, and the actual salary may vary based on a variety of factors, including experience, tenure, skills, and abilities, internal equity and alignment with market data. In addition, this leader is eligible for a variable bonus incentive with potential of up to 30% of base salary, based on a mix of company and personal performance.

Mental Health Cooperative was voted a Top Workplace 5 years in a row. MHC also offers a competitive benefits package, including immediate entry into our 403(b)-retirement plan with employer match, paid holidays, and a generous PTO accrual plan.

Please share nominations or submit a resume and cover letter to Viewcrest Advisors: MHC@viewcrestadvisors.com

Mental Health Cooperative embraces inclusion, diversity and equal opportunity. We're committed to building a team that represents a variety of backgrounds, perspectives, and skills. Mental Health Cooperative is an equal opportunity employer and does not discriminate on the basis of race, national origin, gender, gender identity, sexual orientation, protected veteran status, disability, age, or other legally protected status.

To learn more about Mental Health Cooperative, please visit: <https://www.mhc-tn.org/>.

Viewcrest Advisors is committed to social justice and access to opportunity; the team actively cultivates relationships with leaders who have varied life experiences as well as the skills needed to lead strong, innovative organizations.

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