Job Description

Chief Executive Officer (CEO)

The Chief Executive Officer (CEO) is the Coalition’s senior-most executive, reporting directly to the Board and responsible for all aspects of the Coalition’s performance.

Qualifications:

Deep personal commitment to the Mission, Vision, and work of the Coalition

An advanced degree in a field relevant to the Mission and Vision of the Camden Coalition

Clinical background

Sufficient leadership experience to demonstrate the ability to take on the tasks described below.

Areas of responsibility:

While the Board retains the responsibility to authorize the Coalition’s overarching strategic and operational plans, the CEO co-creates these plans, working with and through the senior leadership team and working closely with the Strategic Planning Committee. He or she is then responsible for developing derivative plans with both strategic and operational dimensions, and managing overall Plan implementation.

1. Developing and implementing an ongoing strategic plan which involves staff, the Board, and external partners, allowing evolution of the Coalition over time, and driving the allocation of organizational resources.
   - This area of responsibility includes development of strategic initiatives emerging from this process, and tactical plans for their execution that have clear definition, and are integrated into a coherent narrative of strategy / tactics / and measures of operational performance.
   - Those measures, in turn, allow the Board and external funders to assess organization performance in the areas delineated below.

2. Overseeing the development, evaluation, and ongoing refinement of Coalition programs serving Camden residents, each of these programs being associated with measurable outcomes. All of these programs, should be designed to deliver high quality care while reducing costs community-wide, with particular attention to improving care of the most complex patients.
   - Examples include: The 7-day pledge, your HIE, Housing First, your ACO, etc.
   - Pilot programs being analyzed for effectiveness and sustainability should be distinguished from established programs that have sustainable funding streams.
3. Overseeing the development, evaluation, and ongoing refinement of a portfolio of complementary and influential programs reaching beyond Camden to build a scientifically-based field and strategic movement for better care of complex patients. As above, metrics of success should be associated with these programs.
   - Examples include: Your technical assistance programs, the National Center, the statewide Good Care Collaborative, etc.
   - For each of these programs, the type, and degree of connectivity to Camden-centric work should be explicit
   - This area of responsibility includes peer review publications, external speaking, and development of strategic alliances at the state and national level

4. Regularly reviewing overarching organizational performance in all key strategic areas, responding appropriately, and updating the Board at least quarterly, using the framework of metrics described above (organized along the lines of a “organizational scorecard” which includes strategic, operational, and financial outcome measures)

5. Assuring the financial health of the organization
   - Preparing a budget for Board approval, and ensuring that the organization operates within budgetary guidelines
   - Ensuring the organization maintains sound financial practices and has adequate funds to carry out its work

6. Developing and overseeing the team that manages infrastructure, culture, people, analytics and program implementation using the Coalition values and competency matrix.
   - Building out Coalition infrastructure commensurate with program needs
   - Assuring training, development, engagement, and retention of staff
   - Internal succession planning

7. Overseeing and managing critical external interfaces
   - Assuring ongoing engagement of members and funding sources
   - Continuing to identify and engage potential partner organizations
   - Overseeing intentional and proactive outreach to legislators, researchers in the field, and potential collaborators
   - Maintaining the Coalition’s visibility and desirability as a recipient of grants and partnership opportunities
   - Actively engaging with local social and political leaders to be a full participant in Camden’s socioeconomic and infrastructure development
   - Working closely with the Board to coordinate Board ambassadorship and support Board development
   - Working closely with Board members and community partners to insure an inclusive perspective
   - Assuring the broad universe of stakeholders that the Coalition appreciates its strength to be dependent upon its partnerships with those organizations.
Appendix

Vision: A transformed healthcare system that ensures every individual receives a whole-person care rooted in authentic healing relationships.

Mission: Spark a field and movement that unites communities of caregivers in Camden and across the nation to improve the wellbeing of individuals with complex health and social needs.

Core Values

Compassion and Respect
- Being kind & respectful to everyone (even those who are difficult to be so to)
- Meeting people where they are at (even if they aren’t ready/open to change)
- Open/accepting body language (Maintaining eye contact, handshaking, etc.)
- Assuming positive intent
- Displaying empathy & active listening skills (reflection, pause, & understanding)
- Treating everyone in a consistent manner (regardless of the situation)
- Being honest & showing integrity

Innovation
- Not being afraid to take risk/present a new idea & use feedback
- Planned, evaluated, & purposeful iteration
- Embracing change
- Learning quickly from failure

Communication and Collaboration
- Trusting other people on your team for delegating tasks
- Engaging in follow through and reporting; closing the loop
- Showing humility
- Recognizing that everyone has something to bring to the table (we all have different assets)
- Being inclusive

Data-Driven
- Evidence-based practice
- Being transparent even if it presents risk
- Having specific intent; purpose behind practice
- Recognizing that “good” data is effective, powerful (tells a story), & initiates change

Servant Leadership
- Basing your style of leadership on what’s good for the group
- Not caring about getting credit
- Serving a purpose other than your own (mission-driven)
- Focusing on the growth of others (rather than just yourself)
Diversity and Inclusion
- We honor the inherent value of every individual’s unique story, experience, and perspective
- We strive to amplify the voices of our staff, community, and stakeholders and to create a safe and inclusive environment where everyone can contribute one’s authentic self
- Acknowledging that inequalities of power, privilege, and prejudice shape our current systems, it is our collective responsibility to address exclusionary and unjust practices through our work and in our workplace
- By committing to Diversity and Inclusion, our actions become part of the broader struggle to end disparities in health and healthcare

Key Competencies

Change Management
Articulating vision and creating direction amidst ambiguity and competing priorities. Defining the problem, conducting analysis, and synthesizing options. Understanding the importance of iteration and flexibility within the organization, creating and seizing opportunities for strategically grounded change and continuous improvement. Influencing others to gain commitment to and maintain momentum for change. Comfort with not rushing to a solution but first deeply understanding the problem.

Self-Mastery
Ability to successfully manage personal and professional priorities, with an understanding of self-reflection and self-regulation as foundational to workplace success. Demonstrating sound judgment and good decision-making, and committing to continuous self-improvement and learning. Showing initiative and follow-through, and building credibility and presence. Ability to handle even the most stressful situations with fairness, clear-minded thinking, and a focus on common/shared goals.

Developing People
Ability to demonstrate both leadership and followership as appropriate. Coaching and developing individuals and/or teams to build their capabilities and capacities. Demonstrating comfort with both giving and receiving feedback. Participating and providing opportunity for participation in multi-disciplinary, multi-level teams that execute in collectively coherent ways. Delegating tasks and empowering others, while managing to results.

Relationship Building
Ability to develop, maintain, and strengthen genuine and trusting relationships and networks with partners, patients, stakeholders, and colleagues at all levels in ways that foster lasting mutual benefit. Understanding the perspectives of and communicating effectively with others, modeling interpersonal awareness and providing motivational support. Handling even the most difficult relationships with tact, kindness, and clarity of purpose.

Domain Expertise
Mastering the knowledge, skills, and abilities necessary for one’s specific role and his/her place within an individual department and the organization as a whole. Awareness of how one’s
expertise fits with the objectives of the department and aligns with the strategy, mission, and vision of the organization as a whole. Demonstrating understanding of and adherence to organizational policies, procedures, and key concepts.

**Outcome Orientation**

Striving for excellence in all duties, with attention to detail and focus on asking productive questions and solving problems innovatively. Applying an end-in-mind and systematic approach to organizing, planning, and executing. Setting challenging and clear goals, knowing when a pivot is needed to reach those goals, and then meeting or even exceeding those goals to satisfy all stakeholders. Understanding and marshaling the inputs needed to achieve the outputs that fit into the strategic vision of the organization.