



BoardWalk
CONSULTING



**COMMUNITY
CONNECTIONS**

LEADERSHIP PROFILE

President & CEO

Community Connections, Inc.

Washington, D.C.

"Our mission is to provide behavioral health, residential services, and primary health care coordination for marginalized and disenfranchised women, men, youth, and children living in the District of Columbia, many of whom are coping with challenges including mental illness, addiction, and the aftermath of trauma and abuse."

- Community Connections, Inc. mission statement

The History

In 1984, Community Connections, Inc. was founded by Maxine Harris, PhD and the late Helen Bergman, MSW. Since its inception almost forty years ago, the mission remains constant— helping individuals with behavioral and mental health challenges manage the difficulties of community living. From its inception, Community Connections has grown to serve 3000 individuals annually, employ over 250 staff, and own and manage 40 properties of housing in the community.

To serve individuals, Community Connections designs and implements programs to provide psychiatric and behavioral healthcare, addiction services, trauma recovery services, day rehabilitation programming, family support counseling, crisis intervention outreach, and recovery from homelessness and incarceration. The agency offers supported and independent living options for persons experiencing behavioral health challenges and the systemic impact of poverty.

Community Connections has a long history of building innovative programs designed to serve men, women, and children who experience mental and behavioral health challenges. Clinical staff offer more than traditional psychological and pharmacy services. Through research, compassionate clinical care and the relentless search for new methods of treatment, Community Connections is a nationally respected leader in the delivery of trauma-specific and trauma-informed care. Community Connections clinical staff have trained hundreds of practitioners across the country in the delivery of ground-breaking and highly successful treatments. Community Connections has done rehabilitative work with homeless men and women, and substance-addicted individuals, and successfully designed and implemented a program of supported housing and independent living for the clients it serves.



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Community Connections continues to innovate and remains dedicated to providing integrated primary and behavioral care through a case management structure. Many of the people served didn't feel safe living independently outside an institutional setting. Community Connections is the place for people who are marginalized and in need of psychiatric care to access the support and treatment required to build a stronger connection to the community. Many clients seek creative residential opportunities as they move out of substandard housing and recover from homelessness. Community Connections currently provides supported housing for over 900 individuals.

Deeply rooted in the passion and commitment of the co-founders, **Community Connections is steadfast in respect of its past, committed to maintaining the present, and eager to expand in the future.** The agency was founded on the theory of change which strengthens the clinical and psychological connection and understanding between the people served and the community. With strategic intention, Community Connections has maintained its core business, while designing and delivering employment outreach services. The agency has also built a robust day rehabilitation program for individuals needing and desiring help with social and interpersonal skill development as part of their movement toward greater independence and fuller lives.

The Opportunity

The next CEO must bring a strong vision and commitment to maintaining Community Connections' strengths and its compassionate service to a wide range of individuals. Succeeding a long-serving co-founder & CEO will require exceptional interpersonal skills and the ability to navigate a major leadership change.

The President and CEO will bring a passion for service and will ensure that Community Connections remains a leader in providing best-in-class recovery-based mental health services and support. The new leader will manage the organization with a consistent focus on balancing mission and margin, maintain and build key relationships, find ways to increase financial support and calibrate the organizational strategy necessary for Community Connections to achieve its goals.

For more than forty years, Community Connections has been a pioneer in comprehensive behavioral and psychiatric recovery-based mental health services for people in Washington, D.C. At Community Connections clinical care, expertise, compassion, and respect are at the core of the organizational ethos. Assisting individuals on their personal mental health recovery journey with dignity is critical. The next leader will bring the business acumen, personal passion and vision to lead Community Connections into the future.

“Together, Community Connections is changing lives, we invite you to join us.”

As a national thought leader with the proven capability to serve the hardest-to-reach clients with innovative supportive services that are strategically designed to direct the recovery-based mental health services and support necessary for people to lead a meaningful and self-directed life.

To reach its aspirations, Community Connections seeks an exceptional future-forward leader who brings well-established expertise in organizational management, mental health or an aligned field who is visionary, and capable of designing the infrastructure required to facilitate growth and meaningful expansion.

Mandates for the new CEO include:

- Succeeding a well-respected, clinical expert and co-founder CEO while balancing legacy with a vision for the future.



Community Connections was built on these core values. These values are our guiding principles and drive the services we provide on a daily basis to help people grow and recover.

Quality:

We deliver quality in all that we do.

Innovation:

We are constantly innovating as we strive to be leaders in our field.

Respect:

We treat all people and staff with respect and dignity.

Equity:

We reward quality work equitably for all employees.

Integrity:

We behave with integrity, acting always, and only, in accordance with our core values.



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Through empathy, compassion, care and credibility, the CEO will ensure that Community Connections continues to realize its mission, expand its reach, and transform lives through its programs and services.

- Building on Community Connections innovation, expertise, credibility, and unique role in the mental health space in D.C., embracing the role as the “Advocate in Chief”.
- Finding ways to recruit and retain talented staff and marshaling the resources necessary for Community Connections to continue to operate in a manner that aligns with its aspirations and mission.
- The CEO will provide thought leadership and understand how to drive systems change in partnership with the Board of Directors. Internally, the CEO will work with staff to enhance organizational strengths, leveraging their substantial skill and commitment to serving people with the most complex and pressing needs.
- The CEO will develop processes to evaluate the services provided by Community Connections and assess the sustained outcomes to ensure the lives served are more integrated into the community in a sustainable manner.

The opportunity for the CEO is compelling: to lead Community Connections into the next chapter of stability, innovation, growth and impact. The CEO must have the intention and ability to connect disenfranchised people in need of services with the community. Through empathy, compassion, care and credibility, the CEO will ensure that Community Connections continues to realize its mission, expand its reach, and transform lives through its programs and services.

The Organization

As the largest mental health services provider in Washington, D.C., Community Connections is a leading national pioneer of comprehensive healthcare-behavioral and psychiatric services. Community Connections offers a comprehensive range of recovery-based programs.

Community Connections is unique and distinguished as an innovative agency, able to see around corners and anticipate the complex needs of D.C.'s most vulnerable people. Community Connections serves the whole person - mind, body, and spirit, not just the illness - and holds a strong belief in the idea that all individuals can grow and reach their full potential as value-added members of the community. It is this sense of conviction about the power of people to recover and heal - and programs and staff that are grounded in optimism and hope - that makes Community Connections the gold standard model of recovery-based mental health services.

Community Connections services come from many referral scenarios. These include people experiencing homelessness, people who have been in care at a psychiatric hospital, in prison, and frequent visitors to emergency rooms in addition to those who are self-referred and/or through community partnerships. Clients also include individuals engaged in ongoing behavioral and mental healthcare management, assessment and rehabilitation engagement, and who benefit from practicing vocational, social, and living skills.

Community Connections Behavioral Health services include:

- **Assertive Community Treatment (ACT)** provides comprehensive, community-based psychiatric treatment, rehabilitation, and support to persons with serious and persistent mental illness. ACT clients have co-occurring problems with addiction, homelessness, criminal justice involvement, physical violence and violent victimization.
- **Community Support Treatment** offers comprehensive and integrated health services for clients who have mental health problems and may have co-occurring problems of addiction, homelessness, medical illness, and violent victimization.



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- **Crisis Services** ensures clients have unfettered access to care. The Community Connections Crisis Services Team is available after 5:00 pm, on weekends, and holidays responding to events as they occur, preventing an episode from developing into a crisis.
- **Day Rehabilitation Services Program** (DSVC) is a skills training and motivation enhancement program. Clients work together to make necessary lifestyle changes, overcome obstacles, recover their lives, and experience empowerment.
- **Outpatient Behavioral Health Clinic** (OBHC) is an interdisciplinary team that serves as the main access point for adult services. OBHC uses a patient-centered approach to treatment planning and program referral.

Community Connections offers a comprehensive range of outreach and residential supportive services to promote housing stability and prevent homelessness – especially for people experiencing mental illness, addiction, and trauma. Since 2001, **Housing First** has assisted clients with securing safe, affordable and supportive housing to facilitate their full recovery by establishing a home within the community. Community Connections collaborates with government partners and local coalitions of community providers to expand the availability of housing resources, especially for the District’s most vulnerable individuals and families. Community Connections administers over 1,000 subsidies funded by federal and local programs and offers a full spectrum of service-enriched housing options.

Through integrated care services, clients have access to Geona, a QoI Healthcare Company and leading pharmacy; and the Community Connections Psychiatric Clinic provides integrated psychiatric care to all clients.

Community Connections is passionate about serving clients with the most complex and chronic needs. The recovery process is unique for every client served. Recognizing the complexity of addiction, and the intersectionality of mental health and trauma services, Community Connections designs care plans geared toward empowering every client throughout the course of their treatment.

Peer services play a crucial role in helping to advance wellness and recovery for clients. At Community Connections, peers serve in several ways across the agency. Some are employees, others are participants in grant-funded programs.

Peer Empowerment: Peers are uniquely qualified to use lived experience and personal knowledge to engage clients in treatment and recovery. Additionally, peer staff helps guarantee that clients' voices are heard to help inform and shape agency practices and policies.

Community Connections is a national leader in the delivery of innovative and evidence-based services for clients and the community. Community Connections specializes in the areas of Trauma-Specific Treatment Approaches, Implementation of Trauma-Informed Systems, and the Integration of Mental Health, Substance Abuse, and Trauma Services. The agency offers workshops, trainings, and ongoing supervision and consultation to agencies and clinicians as sectoral experts related to trauma-specific and trauma-informed service provision.

The organization has a staff of more than 300 and a current annual budget of \$28 million. The organization is financially stable and has assets of \$26 million. Of the annual budget, 95% of organizational revenue is provided through government contracts and fee-for-service billing. Almost 80% of expenses go to support Community Connections' programs.

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The Responsibilities

Reporting to the Community Connections Board of Directors, the President and CEO is charged with oversight and accountability for the agency. The next leader will be a highly visible engaged leader who balances representing Community Connections externally with a regular and meaningful presence on-site and as an advocate in the community. The President and CEO will ensure a strong organizational culture and create a vision for the future that both embraces Community Connections values and positions it to realize its aspirations.

The CEO will:

- 1. Build and advance a strong institutional infrastructure.** The CEO will be driven by the passion and desire for Community Connections to continue to be recognized by staff, the Board of Directors, clients and the community for its compassion and ability to serve people who are at the greatest risk for homelessness and disenfranchisement. The CEO will advance the Community Connections' welcoming spirit and focus on making stronger and lasting strategic relationships. The next leader will lead the organization with purpose, commitment and a clear sense of service to the clients and will cultivate a passion for the same for staff and the board. The next CEO will be good at both recruiting and retaining talented staff and finding and managing the resources to help the agency to innovate and expand. By driving a strategic plan for growth, increased impact and greater access to services, the CEO must define and evaluate all organizational functions.
- 2. Be a credible and engaging representative for Community Connections and advocate for its role as a leader in recovery-focused mental health.** The CEO will be the internal and external face of Community Connections and its most public champion. This leader will



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be gifted at connecting with a wide continuum of stakeholders, including but not limited to members of the mental health, business, civic and philanthropic communities, and with all generations of past, current and prospective individuals served by the agency. Through focused networking and advocacy, the CEO will continue to affirm Community Connection's position as a successful model of recovery-based care and wrap-around mental health support services for people - helping them to lead meaningful and fulfilling lives. Additionally, the CEO will promote Community Connection's reputation for high standards of service among D.C. Human Service Agencies, CARF and other accrediting organizations.

3. Lead Community Connections with grace, gravitas, confidence and well-established metrics for accountability. The CEO will be a strategic leader with integrity, humility, empathy and an unwavering commitment to Community Connection's values, always prioritizing people first. The next leader will be a credible, collaborative CEO who is down to earth, approachable, will roll up their sleeves and is committed to the organization and its people. This individual will lead Community Connections in tandem with a capable staff and be an exceptionally good steward of organizational finances and a collaborative operational leader.

4. Work with the Community Connection's board and staff to calibrate a vision and strategy for the organization that provides continuity, advances best practices and challenges the organization to build on its successes with imagination and courage. The CEO will be responsible for shaping Community Connections' vision and strategy around its core mission and for achieving both short and long-term goals. The new leader will have a high level of comfort with business

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analysis and strategy and driving ownership of plans in collaboration with the board, staff and organizational stakeholders. This executive will work closely with the board, and in concert with the Executive Leadership Team - ensuring that targets and roles are clear and that progress against goals is measurable and consistently communicated to appropriate internal and external audiences.

5. Maintain strong relationships with current funders and find ways to broaden and diversify Community Connection’s revenue.

The CEO will be uncommonly good at building and maintaining relationships, sharing the value proposition of Community Connection’s work and inspiring support for the mission. The next leader will bring a proven track record of managing donor and philanthropic relationships in an aligned or related setting; additionally, the CEO will effectively shepherd current relationships and find creative ways to grow and diversify the donor base and sources of philanthropic impact giving.

The Candidate

The ideal candidate is an experienced leader comfortable with the role of externally representing the organization. Exceptional leadership, communication, interpersonal, relationship cultivation, financial management and deploying a clear strategic vision are essential. Knowledge and experience leading a mental health organization is an asset, not a requirement, or an organization of similar complexity - ideally with a focus on a recovery-based approach to care - will be highly valued. The CEO will bring a collaborative spirit, optimism, stamina, gravitas, a sense of humor, high emotional intelligence and enthusiasm.

Attributes being sought in the next CEO include:

- A critical thinker and continuous learner who can see issues from a variety of perspectives and is adept at drilling into a matter and finding multiple methods to address it.
- A strong communicator and genuine partner, both externally and internally.
- A collaborative change-maker experienced in cross-sector leadership; serving at the helm of a place-based organization respected for sustained impact would be of special interest.
- A systems-level thinker with experience driving change at scale.
- A leader with exceptional fiscal capabilities with the proven experience to manage a \$28 million operating budget.
- A culturally astute leader who is fully at home with people of diverse backgrounds, socioeconomic circumstances, and perspectives.
- A CEO who respects the power of data while also recognizing that the work of the organization impacts real people.
- A board-savvy manager energized by the opportunity for meaningful impact and realistic about the hurdles ahead.
- A leader with the education, experience, and soft skills capable of honoring Community Connections roots, ambitious in its goals, and deliberate in its execution.

Culture: we expect to attract...

- A credible, intelligent leader who will represent the organization with humility and clarity with both a heart and a head for this important mission.



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- A strong commitment to servant leadership and organizational values.
- Demonstrated ability to successfully lead a healthy and positive organizational culture.
- Confidence and comfort in addressing and solving problems.
- A profound calling to work with and support individuals with chronic mental health challenges, or the passion, humility and respect to learn.
- Passion for the mission and values of Community Connections and is someone who embodies the organizational ethos of respect and dignity for all and who is grounded in the ability to meet people where they are.
- Experience and success in externally representing an organization and being its face in the community.
- Relevant experience working in and/or leading a CARF-accredited organization.
- Facility in working with nonprofit boards and growing them in tandem with organizational needs and priorities.
- Ideally, a strong network of relationships among leaders in the mental health field and among elected officials - particularly those who influence policy and funding, advocates and current and potential funders.
- An open and transparent approach that inspires trust, puts people first, invites collaboration and engenders an environment of teamwork and mutual accountability.

The Relationships

The President and CEO reports to the Community Connections Board of Directors and works closely with the Executive Leadership Team to set organizational goals and ensure that Community Connections reaches them. Key relationships include:

<p>The CEO reports to:</p>	<p>Community Connections Board of Directors</p>
<p>Direct Management:</p>	<ul style="list-style-type: none"> • Chief Operating Officer • Chief Clinical Officer • Chief Administrative Officer • Chief Financial Officer • Chief Compliance Officer • Senior Director of Supportive Housing • Director of Assertive Community Treatment and On-Call Services
<p>Has other key relationships including:</p>	<ul style="list-style-type: none"> • People served by Community Connections • District of Columbia, Department of Behavioral Health grantors. • Donors and supporters of Community Connections • Community volunteers and friends of Community Connections • Community Connections Research and Education Foundation Board of Directors



The Location

The headquarters for Community Connections is centrally located at 801 Pennsylvania Avenue S.E., Washington, D.C. The Nation's Capital boasts The White House, U.S. Capital, monuments, historic sites, museums, and diverse and compelling politics.

For potential consideration or to suggest a prospect, please email relevant materials to CCI@BoardWalkConsulting.com or call **Cynthia Moreland** or **Diane Westmore** at 404-BoardWalk (404-262-7392).

For the current status of this and other searches, please visit www.BoardWalkConsulting.com
