



Chief Executive Officer
Chelsea, Massachusetts

North Suffolk strives to help people achieve independence and fullness of life by providing a wide array of community-based, person-centered treatment, recovery, and rehabilitation opportunities; by intervening as early as possible; by promoting prevention, education, and hope; and by participating in training and research.

THE SEARCH

North Suffolk Mental Health Association (North Suffolk), one of the most prominent non-profit behavioral health systems in Greater Boston, seeks a Chief Executive Officer (CEO) who will bring deep commitment to high-quality, community-responsive care. North Suffolk's CEO will be an effective external advocate and a skilled organizational leader who will fuel the agency's ability to flourish programmatically, operationally, and financially and steward it in proactively responding to an evolving behavioral health landscape.

Founded in 1959 to serve the communities of East Boston, Chelsea, Winthrop, and Revere, North Suffolk has steadily expanded and diversified its scope to include a nearly unmatched array of interconnected behavioral health services that reflect best practices and that have evolved to meet ever-changing community needs. Programs serve children, youth, adults, and families who require mental health support, are facing addiction, and who have intellectual and developmental differences via a comprehensive, cross-functional network of crisis, outpatient, community- and home-based, and residential services. North Suffolk prioritizes continuous quality improvement; cultural and linguistic competence; and respect for the dignity, rights, and uniqueness of each individual served.

Today, North Suffolk's nearly 1,000 staff impact the lives of more than 10,000 people every year. The agency is led by an executive team of six, including the CEO, and is governed by an eight-member board of directors. North Suffolk's FY22 budget is \$63.2 million, approximately 67 percent of which is derived from government contracts and 33 percent from insurance and other sources. Programs and services are organized into seven divisions and administered across the agency's nearly 50 sites, in private homes, in schools, and in the community.

North Suffolk's next CEO, working closely with board and executive staff, will provide strategic vision and leadership to an organization of considerable consequence. The CEO will reinforce the strength and quality of the agency's portfolio of services, innovating and expanding where necessary, and will anticipate and prepare for changes in the policy and clinical environments in which the agency operates. They will secure North Suffolk's financial health through the diversification of its revenue streams; shape an administrative infrastructure that most effectively supports the agency's scale; and devise creative methods to attract and retain dedicated and competent direct service staff. In addition, the CEO will ensure organizational commitment to addressing social determinants of health, including racism, xenophobia, and poverty, and that staff at all levels more accurately reflect the racial, ethnic, cultural, and linguistic diversity of the communities they serve. The CEO will build on North Suffolk's existing

relationships with key partners and funders, be active in community and professional organizations, and be a key figure in conversations about the future of behavioral health in Massachusetts.

The next CEO will bring leadership experience in an organization similar to North Suffolk in its complexity, programs and services, and funding model. They will be a seasoned strategist and program developer, familiar with the intricacies of specific initiatives and the broad strokes of what it takes to be a successful human services CEO today. They will be an experienced leader and developer of staff with measurable evidence of furthering diversity, equity, inclusion, and anti-racism and culturally competent care. As the primary ambassador for North Suffolk, the CEO will have a track record in government and policy relations and authentic community partnerships. Essential attributes include integrity; transparency; accountability; diplomacy; creativity; and a commitment to promoting the health, welfare, and dignity of all individuals.

North Suffolk Mental Health Association has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

NORTH SUFFOLK MENTAL HEALTH ASSOCIATION

History

North Suffolk Mental Health Association was founded in 1959 by private citizens of East Boston, Chelsea, Winthrop, and Revere, Massachusetts to provide mental health services to individuals, especially children, in these relatively underserved communities. The agency first operated as a Child Guidance Center and then in the 1960s and '70s grew into a Community Mental Health Center as federal and state policies shifted from institutional care to emphasizing community-based services. Through the 1980s and '90s, North Suffolk continued to grow in the number and types of services it offered and today is one of the largest human services providers in the Commonwealth of Massachusetts.

North Suffolk Today

Today, North Suffolk has expanded to offer services in additional communities throughout Greater Boston and is defined by the excellent and diverse supports it offers to people at every stage of life. The agency is able to provide many of these critical services through collaborations with over 30 local agencies and institutions, including Boston Medical Center (BMC), East Boston Neighborhood Health Center (EBNHC), and Massachusetts General Hospital (MGH). In addition, North Suffolk engages in ongoing quality improvement via active participation in research, including sponsored projects, clinical trials, graduate-level inquiry, action research, and participation in evidence-based practice projects.

Programs and Services

North Suffolk's comprehensive programs and services spanning seven divisions are deliberately diverse, consider the social determinants of health, and address the myriad and interconnected experiences that prompt individuals to seek behavioral health services.

- **Addiction Services** provide treatment to people of all ages who are struggling with substance use disorders, via clinical outpatient, recovery support, and residential support programs.
- **Adult Community Clinical Services** support individuals living independently and in group homes who present with severe and persistent mental illness.

- **Community-Based Services** provide a range of intensive supports for youth, adults, and families faced with mental, emotional, and behavioral health and addiction issues.
- **Early Childhood Services** offer early interventions and developmental and therapeutic supports to young children and their families.
- **Emergency Services** offer a comprehensive and integrated system of evaluation and treatment services to children, adolescents, and adults experiencing mental health and/or substance use crises.
- **Outpatient Services** provide psychiatric and medication services, counseling, and therapy to adults experiencing emotional difficulties, mental illness, and other challenges.
- **Residential Services** operate over 30 programs that are home to adults with mental health challenges, substance use disorders, acquired brain injuries, and those living with intellectual and developmental disabilities.

North Suffolk is committed to ensuring that these programs and services adapt to the needs of the racially and ethnically diverse, and often marginalized, communities it supports. In service of this, it is important that the agency's workforce reflects and understands these communities and is equipped to provide culturally and linguistically responsive care. North Suffolk staff speak a multitude of languages including Spanish, Portuguese, Haitian Creole, Khmer, Vietnamese, Cantonese, Mandarin, Arabic, and American Sign Language (ASL). More than 60 percent of staff identify as Black, Indigenous, and People of Color (BIPOC).

For a more detailed overview of North Suffolk's programs and services, please see the attached appendix.

Funding

North Suffolk is supported by a diverse array of funding sources. The agency maintains contracts with the Massachusetts Departments of Mental Health (DMH), Developmental Services (DDS), Children and Families (DCF), Education (DOE), Medical Assistance (DMA), and Public Health (DPH); the Massachusetts Commission for the Blind (MCB) and Bureau of Substance Abuse Services (BSAS); federal agencies including the Department of Housing and Urban Development (HUD) and the Substance Abuse and Mental Health Services Administration (SAMHSA); and over 70 commercial payers and non-profit funders. Revenue for FY2021 totaled over \$59 million and expenses totaled over \$58.3 million, 90 percent of which was directed toward program expenses and 10 percent to administrative costs.

Between FY19 and FY22, North Suffolk's operating revenue has increased by 22 percent and the agency has opened several new physical locations and continues to launch new programs and receive contract opportunities. For example, North Suffolk recently received a \$2 million community-based behavioral health expansion grant from SAMHSA, which, when renewed, will infuse \$4 million between FY20 and FY22 to increase access to mental health and addiction programs in communities served. Part of the funding is being invested in recruiting and retaining culturally diverse staff and adding navigators and peers to build community awareness and trust and help ease access to services.

COVID-19

North Suffolk has demonstrated resilience through the COVID-19 pandemic, maintaining uninterrupted operation of all of its community-based, clinic, and residential programs. As Massachusetts issued shelter-in-place orders, shutting down all but essential businesses and ending in-person services, North Suffolk complied and switched as much as possible to remote work virtually overnight. Essential in-person services were continued in a safe and secure manner and residential programs quickly adopted staff live-

in models. This immediate response was essential in order to meet the escalating behavioral health needs of communities hit disproportionately hard by the pandemic and those experiencing trauma due to ongoing acts of public racialized violence. North Suffolk staff responded to the heightened community need with creativity, dedication, and commitment and in FY20 conducted nearly 6,000 crisis evaluations, an incredible number that has unfortunately continued to grow during the pandemic.

Strategic Plan

Prior to COVID-19, North Suffolk embarked on the creation of its 2020-2025 Strategic Plan. The draft touched on various areas of growth for the organization, including organizational infrastructure, financial viability, program enhancement, workforce development, population health, and marketing. Due to the outbreak of the pandemic and its impact on the agency and those it serves, many of the goals outlined in the strategic plan have not been actively pursued, although some, like greater investment in and reliance on telehealth, have progressed at a swift pace. It is expected that the next CEO, in concert with the board, will lead the formulation of an updated version of this strategic plan, with the realities of COVID-19 and social determinants of health in mind.

Organizational Details

North Suffolk Mental Health Association is a 501(c)(3) nonprofit organization headquartered in Chelsea, Massachusetts. North Suffolk has a FY22 budget of \$63.2 million and manages a total of 49 properties, 30 of which are owned, in a dozen municipalities in Eastern Massachusetts, including four outpatient behavioral health clinics and 37 residential properties. North Suffolk employs nearly 1,000 staff, 49 percent of whom are unionized.

North Suffolk is led by an executive team of six, including the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Medical Officer, Chief Human Resources/Safety Officer, and the Chief Information/Security Officer. A key team of 15 senior managers report up through the Executive Team, including program managers; directors of nursing and communication; and training, IT, housing, facilities, and financial professionals. North Suffolk is governed by an eight-member board of directors, which meets ten times annually and is comprised of professionals in the policy, public service, medical, banking, law, small business, and real estate sectors.

LEADERSHIP TRANSITION

Jackie K. Moore, who has served as the Chief Executive Officer of North Suffolk since 2005, will be retiring in 2022. Under her leadership, North Suffolk has grown and significantly diversified its array of services. Moore has also been an active advocate and external representative for North Suffolk, serving as an influential voice in numerous trade associations and in critical dialogue regarding the state of behavioral health in the Commonwealth. As a result of her stewardship, the next CEO of North Suffolk will inherit a robust organization that is well-positioned for a new era of progress.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT CEO

Maintain North Suffolk's organizational vitality through proactive strategic planning.

North Suffolk's next CEO, in conjunction with its board and senior staff, will engage in short- and long-term planning to build upon existing programs as well as develop new programs that are consistent with mission, reflective of community-identified needs, and responsive to evolving public policy. The 2020-

2025 Strategic Plan will be revisited and updated as appropriate to reflect the new realities created by COVID-19 and the anticipated "[Roadmap for Behavioral Health Reform](#)," which takes a holistic, population health approach and encourages the integration of behavioral health services into primary care.

Cultivate relationships with policymakers and other key stakeholders.

The CEO will build upon North Suffolk's existing relationships with critical constituencies, including federal, state, and local agencies and elected officials. They will actively advocate for North Suffolk and will play a leadership role in influential coalitions, networks, and associations in service of creating a robust behavioral health ecosystem in Massachusetts for North Suffolk and organizations like it.

Ensure North Suffolk's current and future fiscal sustainability.

The CEO will steward North Suffolk's annual operating budget with a conscientious eye and will lead financial planning in accordance with established priorities and immediate and projected realities. In addition to preserving the organization's existing revenue streams, the CEO will seek to identify and lead the effort to attract new revenue streams supported by active development and investment strategies, which should include outreach to foundations and individual donors.

Attract, retain, and develop capable and passionate direct care staff.

North Suffolk has not been immune to the recruitment and retention challenges impacting the human services sector. Beyond increasing salaries, the next CEO will identify creative responses to mitigate these challenges, which could include tuition reimbursement, non-cash benefits, enhanced opportunities for professional development, and increased work/life flexibility. In addition, the CEO will work effectively with North Suffolk's three union bargaining contracts with professional, technical, and residential staff.

Strengthen North Suffolk's culture around the values of diversity, equity, and inclusion and prioritize the provision of culturally competent care.

The CEO will be personally and professionally committed to advancing diversity, equity, inclusion, and antiracism and will further North Suffolk's ability to provide care that respects the identities, beliefs, languages, interpersonal styles, and behaviors of individuals served. The CEO will ensure that staff composition, at all levels, better mirrors the community the agency serves, and that ongoing diversity, equity, and inclusion initiatives will be steadily and meaningfully advanced.

Define North Suffolk's external presence.

North Suffolk seeks a straightforward message and marketing strategy that will help the array of constituencies with whom it works more easily understand its mission and the variety of services it provides. Through increased authentic community engagement and education, the benefits of the agency's programs and services will be made clear.

Assess and make necessary changes to the organizational structure and systems.

The CEO will review the organizational structure, assess roles and responsibilities to identify gaps, and will restructure as needed to allow for the most effective and efficient organizational capacity. The next CEO will ensure that North Suffolk's physical resources, including materials, equipment, facilities, and real estate meet the mission and objectives of the organization. In concert with staff and board, the CEO will actively engage and lead efforts to undertake a possible headquarters relocation, a consolidation of office

functions into new facilities, and a reimagination of what working at North Suffolk could look like in the future.

Prioritize efficient and accurate data collection and analysis.

The CEO will ensure that North Suffolk has an effective quality and data management plan that assesses indicators of progress and outcomes and evaluates current and potential new programs. Essential to this will be the development and maintenance of integrated data collection systems and the establishment of a data-driven management culture.

Engage and work closely with the board of directors.

The CEO will engage with board members as thought partners, leveraging their diverse expertise in service of short- and long-term strategy. The CEO will ensure that the board represents a diversity of identity, background, and experience and is rooted in the community.

QUALIFICATIONS AND EXPERIENCE

The next Chief Executive Officer will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and demonstrated commitment to North Suffolk's mission to deliver quality care to each of its communities and populations served.
- Demonstrated success in leading a complex human services/behavioral health organization or unit, preferably with a variety of programs and service lines. Knowledge of Massachusetts's human services system preferred.
- Evidence of experience with successful strategic planning and positioning an organization for the future in a continuously evolving sector. Expertise in translating a vision and strategy into a practical plan with concrete methods of implementation and measures of anticipated outcomes.
- Demonstrated experience building and sustaining collaborative networks and working effectively in partnership with diverse groups, including individuals served, government, industry groups, the public, and others.
- Successful track record of building authentic, mutually beneficial relationships with critical community partners. Experience providing or overseeing the provision of culturally competent and responsive services.
- Exceptional organizational skills and experience with financial oversight, including budgeting, planning, and reporting. A thorough understanding of and substantial experience with diverse funding streams, especially from government sources.
- Experience with effective risk management policies and procedures.
- Experience with facilities oversight and capital planning.
- Working knowledge of union policies, procedures, and regulations.
- Demonstrated ability to guide, support, and leverage staff expertise and capacity. Success in nurturing a healthy, dynamic, inclusive, and equitable work environment.

- Demonstrated personal and professional commitment to and experience in advancing equity, diversity, and inclusion and an understanding that behavioral health issues are directly related to systemic oppression and inequity.
- Experience and demonstrated success working with a governing board, or analogous experience.
- An open and honest communication style, emotional intelligence, and an approach to leadership that is inspiring, collaborative, conscientious, entrepreneurial, and adaptable.
- Master's level degree preferred.

FOR MORE INFORMATION OR TO APPLY

North Suffolk Mental Health Association has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to:

Phillip Petree and Tatiana Oberkoetter

www.imsearch.com/8158

North Suffolk is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, pregnancy, sexual orientation, gender identity, national origin, age, protected veteran status, or disability status.

APPENDIX

Addiction Services

North Suffolk provides addiction treatment via clinical outpatient services, non-clinical recovery support centers, residential services, and in local emergency departments and through drug courts. In FY20, qualified staff, including certified addiction counselors, licensed social workers, addiction psychiatrists, licensed counselors, and peers and recovery coaches, worked with nearly 3,000 individuals to acknowledge, manage, and treat their substance use disorders. Clients experience a non-judgmental and supportive treatment that assists them in achieving increasing periods of sobriety, greater stability, and healthier relationships. Addiction services are funded by the Massachusetts Bureau of Substance Abuse Services and the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

North Suffolk's clinical outpatient addiction services provide treatment to people of all ages who are struggling with substance use disorders. Programs include Evening Conexions, which provides intensive group treatment for adults with addiction and co-occurring mental health disorders; Outpatient Services, which treat a variety of addictions, including alcohol, drugs including opioids, tobacco, and gambling; Recovery Services, which provide non-clinical supports in conjunction with formal treatment; and MINDeaze, a school-based program for youth ages eight to 13 and their families.

Recovery Support Centers (RSCs) provide non-clinical services that initiate or support recovery in conjunction with the work of formal treatment or other existing mutual aid groups. Programs include STEPRox, which provides a safe space for the recovery community, including family, friends, and those interested in recovery, to engage in beneficial and healing activities; the Hope Center, run in partnership with the Metro-Boston Recovery Learning Community, a peer-run organization dedicated to providing support, education, and advocacy to those who self-identify with a mental health and/or substance use history; and Recovery On The Harbor, one of North Suffolk's newer RSCs. North Suffolk's RSCs thrive because of their participatory model that empowers all to have a voice in how they govern themselves and become a voice of change they want to see in themselves and in their communities.

North Suffolk also offers two residential recovery support programs, Meridian House and Hanton House. Meridian House in East Boston is a 30-bed, gender-integrated adult residential group home designed to help residents gain the skills necessary to maintain sobriety and live successfully within the community. Hanton House in Chelsea is a 12-bed, gender-integrated program assisting adults seeking recovery from co-occurring substance use and mental illness.

Adult Community Clinical Services

North Suffolk has four Adult Community Clinical Services (ACCS) teams that work with over 400 individuals diagnosed with severe and persistent mental illness. ACCS is a clinical program built around self-empowerment, person-centered planning, and the belief that recovery is possible, with the goal of helping individuals achieve as much independence as possible. Persons served may live independently, in a group home, in an intensive and specialized group home providing significant clinical and medical supports, or in a North Suffolk property and work with teams that include licensed clinicians, psychiatrists, nurses, addiction specialists, outreach workers, and peer specialists. Peer specialists provide support based on lived experience and an understanding of the challenges that accompany mental health concerns. ACCS is funded by the Department of Mental Health.

Outpatient Behavioral Health Clinics

North Suffolk operates four outpatient clinics in Chelsea, East Boston, Revere, and Downtown Boston at the Erich Lindemann Mental Health Center (ELMHC), that provide psychiatric and medication services, counseling, and therapy to adults experiencing emotional difficulties, mental illness, and other challenges. In addition, specialized services are offered to individuals who are deaf and hard of hearing and those who identify as part

of the Southeast Asian community. The Chelsea and East Boston Clinics are Certified Community Behavioral Health Clinics and were recently awarded up to \$4 million in SAMHSA funding.

North Suffolk's Deaf Services Program provides fully accessible psychiatric and counseling services for people who are deaf and hard of hearing at the Freedom Trail Clinic in Downtown Boston. All Deaf Services staff have the skills to communicate in signed English, ASL, visual gestures, and via the use of tactile sign and specialize in identifying and responding to the unique needs of people who are deaf and hard of hearing and the children of deaf adults. The Southeast Asian Community Clinics provide a range of psychiatric day treatment, outpatient counseling, therapy, medication services, community outreach, and rehabilitation services via the Cambodian Clinic located at the Revere Counseling Center and the Vietnamese Clinic located at the East Boston Counseling Center.

Community-Based Services

Community-Based Services at North Suffolk comprise several programs for adults, youth, and families that are administered at home, in the clinic, in the community, or in school, including the Community Support Program (CSP), the Children's Behavioral Health Initiative (CBHI), and school-based and after-school programs. These services are supported by MassHealth, commercial insurance, state contracts, and various grants.

The Community Support Program provides intensive case management services to clients with psychiatric or substance use disorders who are considered to be at risk in the community. Services are geared towards clients who have a pattern of inpatient admissions or high utilization of the emergency room and are designed to be highly flexible in supporting individuals who have difficulty accessing and sustaining involvement in needed services. CSP consists of a team of outreach staff who are community based, mobile, and have linguistic capacity for multiple languages.

North Suffolk's child and family-focused services aim to support families in adopting strategies and interventions that enable them to positively work together to manage or avert a crisis so the family can remain together at home. Treatment is provided in clinic, school, home, or community-based settings. CBHI services consist of the Community Service Agency, offering intensive care coordination for youth with serious emotional disturbances (SED); Intensive Care Coordination and Family Partner services that utilize a wraparound model to assist families in coordinating care for their child; Therapeutic Mentoring and In-Home Therapy, services for families, children, and youth experiencing difficulty due to a mental health condition in the home; and the Latino Community Advance Response Team, which aims to break down racial and ethnic inequities in accessing behavioral health care. Additional programs include MINDeaze a voluntary, school-based program in Chelsea and Winthrop serving youth eight to 13 and their families that aims to reduce substance use and unsafe behavior and promote academic achievement through an incentive-based, positive youth development model, and the Children's After School Program (CASP), a voluntary, community-based, therapeutic program for children ages six to thirteen with emotional, behavioral, and mental health needs.

Early Childhood Services

North Suffolk offers evaluations and early intervention services for children from birth to age three in the communities of Chelsea, Winthrop, Charlestown, Revere, and East Boston. Program staff build trusted relationships with children and primary caregivers and consist of Early Education and Care-licensed teachers, early intervention specialists, licensed occupational therapists, physical therapists, speech/language pathologists, music therapists, social workers, and staff with hearing/ASL and Autism Spectrum Disorder (ASD) specializations. Early Childhood services are funded by MassHealth, commercial insurance, and the Massachusetts Department of Public Health.

North Suffolk's Harbor Area Early Childhood Services receives approximately 1,200 referrals annually and serves approximately 700 children and their families at any given time. The Early Intervention program provides developmental screening and evaluation; a range of direct therapies to children showing developmental

delays; and family support to primary caregivers through home-based, in-person visits, center-based child/parent groups, and in community settings. Harbor Area Child Care is a specialized therapeutic childcare program serving a small number of children under the age of three who were born prematurely; may have in-utero substance exposure; and/or present with ASD, hearing loss, social, behavioral, motor, cognitive, or language delays for a variety of medical, environmental, and other factors.

Emergency Services

The Boston Emergency Services Team (BEST), under the leadership of Boston Medical Center and with the support and partnership of the Massachusetts Behavioral Health Partnership, provides a comprehensive, highly integrated system of crisis evaluation and treatment services to children, adolescents, and adults in Greater Boston. NSMHA operates two of BEST's three clinical teams, which provide 24-hour services to individuals in crisis due to mental illness, substance use disorders, or both and operate out of two Urgent Care Centers in Boston, one Downtown at the ELMHC and one in Jamaica Plain. The Urgent Care Centers provide short-term crisis treatment, including psychopharmacology support, to children, adolescents, and adults. NSMHA BEST also provides emergency services to all Department of Developmental Services clients in the metro Boston area.

Residential Services

North Suffolk is committed to the premise that quality of life begins in the home and that providing a safe, comfortable home that promotes dignity and independence, as well as community inclusion, is central to quality of life. North Suffolk operates 37 residential programs serving clients with mental health challenges; developmental disabilities; acquired brain injuries; or who are deaf, hard of hearing, or deaf/blind. This division is the largest employer within North Suffolk, with some 500 staff, full- and part-time and relief, who are trained in mindful care giving, signed English, and total communication. The goal of these programs is for clients to live with varying degrees of independence in the community and options include semi-independent apartments and 24-hour supported homes. In all, 270 people were living in North Suffolk group living environments in FY20. Residential mental health services are funded by the Department of Mental Health and developmental services are funded by the Department of Developmental Services.

Research

North Suffolk strives to implement best practices and evidence-informed services whenever possible. Consistent with this mission, the agency supports and participates in research and collaborates with other institutions with the goal of improving the quality of care it provides. The organization partners with academic research institutions such as Harvard Medical School, Massachusetts General Hospital, and Geisel School of Medicine at Dartmouth to study the impact of various intervention models on symptoms of mental illness. North Suffolk reviews research proposals to assure consistency with the highest standard for ethical conduct and the protection of research participants. Recent clinical research has included trials of novel therapeutics, smoking cessation in people with severe mental illness, proactive cancer care for people with severe mental illness, imaging of social and non-social cognition, and identification and initial validation of quantitative biomarkers of cognition and negative symptoms.