

POSITION PROFILE



Executive Director

WithinReach Seattle, Washington

WithinReach is seeking an accomplished, action-oriented leader to serve as its new Executive Director. WithinReach has an outstanding reputation for high quality, effective program delivery, and an extremely dedicated staff and Board, deeply committed to improving family health throughout Washington State. The new Executive Director will lead the agency in enhancing its already excellent reputation and in developing new ways to expand its capacity to reach Washington families.

Introduction to the Organization

WithinReach is a private, nonprofit 501(c)(3), community-based organization dedicated to providing health education information, resources, and referrals to families throughout Washington State, with particular attention to the state's multiple cultures and languages. It was originally organized as the Healthy Mothers, Healthy Babies Coalition of Washington State in 1983.

Each year WithinReach helps thousands of families across the state take a step towards healthier lives by connecting them with free or low-cost health insurance, food assistance programs, breastfeeding support, immunizations and other state and local resources. Families can call their hotlines, visit their website, or meet with their community outreach staff to find out which public benefit programs they are eligible for and get assistance with the enrollment process.

With WithinReach on their side, families are able to quickly get the help they need and give their children — Washington's future — a healthy start in life.

In 2010, 218,000 Washington families were able to take the first step towards health and economic stability thanks to the services they received through WithinReach.

- Nearly 165,000 visitors used the ParentHelp123.org website to search for information and use the eligibility screening tools.
- The call center staff responded to over 41,000 calls from households seeking referrals to local and statewide resources.
- Their community outreach staff and volunteers connected over 12,000 people to public benefit programs and other local services.

WithinReach works closely with public and private policy makers and funders, other health care and human service entities, elected officials, and community groups in order to connect Washington families to essential resources for family health. The agency also serves as a strong advocate for effective public policy regarding family health.

WithinReach has a record of strong financial and organizational stability. The agency currently employs 41 staff members, and has an annual budget of \$2.9 million.

Vision

The agency envisions: *Ensuring optimal health for all families*

Mission

Its stated mission is: *To serve as the foremost catalyst for improvements in maternal, child and family health.*

Stakeholders

The primary stakeholders of WithinReach are the families served, its staff, Board of Directors, service and health care providers, individual and private institutional donors, and local, county, state (primarily the Washington State Department of Health and Department of Social and Health Services), and Federal government funding and regulatory agencies. WithinReach has numerous collaborative relationships and partnerships with professional and service organizations throughout the state.





Organizational Strengths and Recent Achievements

- A long history of organizational and financial strength, efficiency, and stability; clean audits; no debt; strong fiscal oversight procedures in place
- Both the agency and the ED are highly respected in the community, and by all stakeholders, partners and funders, as a credible, trusted partner with unquestionable integrity
- Strong collaborative partnerships with a wide variety of diverse community organizations; positive working relationships with stakeholders. WithinReach is viewed as a model for public/private partnerships and convener on issues
- A nimble, highly skilled, high-quality staff, many long-tenured, working in an award-winning, family friendly environment, who are extremely dedicated and committed to the mission, to high performance, and to operational excellence; highly respectful and supportive of each other and of clients; well positioned to sustain the agency through the transition to new leadership
- Developing, sustaining, improving, and expanding a wide variety of innovative programs with demonstrated positive outcomes during a down economy; tenacious in responding to community and client needs; increasing the number of clients/families served
- Robust infrastructure including leveraging of leading edge technology and social media
- Working directly with clients and families provides staff a deeper understanding of their needs and enhances the ability to advocate on their behalf
- A positive sense of teamwork and high morale exists within the organization; everyone is working together to successfully accomplish the mission; good internal communication
- A strategic, forward-looking, balanced, passionate, engaged and high quality board of experts; well-functioning committees
- Willingness to stretch in responding to new challenges and embrace new ideas
- Diversification of funding sources; reduced reliance on government funding while expanding private donor bases; successful special events

Organizational Challenges and Opportunities for the Future

Short-Term:

- Accomplishing a successful, participative transition to new leadership; new ED learning the systems, programs and culture, team-building and gaining the trust of the board, staff, community partners, institutional funders and individual donors; maintaining the organization's momentum and moving forward
- Increasing the agency's brand recognition in the community
- Maintaining current financial stability, current programs and levels of service while responding to increased needs and number of clients in spite of anticipated reductions in government funding; artfully prioritizing resources and determining what not to do as may become necessary
- Maintaining current partnerships and relationships
- Maintaining the current momentum in fundraising while continuing to diversify funding sources and adding new funders and individual donors throughout the state; continuing to aggressively pursue government contracts; making the case for investing in WithinReach
- Navigating the potential competition for funding among and between current partners, as well as with other advocacy groups
- Retaining key staff

Mid- to Long-Term:

- Being creative in responding to changing economic conditions and anticipated continued declines in government funding, including developing and implementing opportunities for generating earned income; determining the highest and best use of resources
- Continuing to deliver effective current programs in response to expanding needs, adapting programs, and/or developing innovative new ones, as necessary to respond to changing conditions; improving the articulation of program impact and outcomes
- Continuing to increase WithinReach's visibility and presence throughout the state (i.e. becoming less "Seattle/King County-centric) and strengthening its connections to





its communities, partners and stakeholders; continuing to develop new partners and collaborations to leverage shared service delivery models

- Continuing to strengthen, expand and diversify fundraising activities; continuing to reduce reliance on government funding, emphasizing private/major gifts fundraising in order to increase unrestricted funds, customizing donor options and increasing the focus on sustaining relationships with current funders and donors
- Building the new, state-level relationships that will be required once a new governor takes office in 2013
- Maintaining overall financial stability of the agency
- Responding to the potential impact of national healthcare reform
- Continuing to increase the use of leading edge technology and social media in program delivery and internally
- Maintaining a strong staff team and board; adding new members to the board
- Maintaining strong relationships in Washington, DC, and Olympia
- Retaining a new lobbyist

For further information about WithinReach, please visit: <http://www.withinreachwa.org>.

The Position

The Executive Director is the Chief Executive Officer of WithinReach. The Executive Director reports to the Board of Directors and is responsible for the organization's consistent achievement of its mission and financial objectives.

The Executive Director (ED) is responsible for developing, executing, and administering all agency programs and contracts for services within the stated purpose and long range plans and policies of the Board of Directors. The ED serves as chief executive and planning officer, and staffs the Board of Directors.

For a complete ED job description, please see the Appendix.

Compensation & Benefits

The salary range for the position is very competitive, depending on experience. Employee benefits include:

- Medical/Dental care insurance (100% paid for employee, some employee contribution required for dependents)
- Section 125 “Flexible Spending Account” Benefit Plan
- Simple IRA Retirement plan with up to 3% employer match
- Life Insurance and Short-Term Disability Insurance (at employee’s expense)
- Paid Time Off (18 days per year during 1st & 2nd years of employment, 24 days in years 3-5, 30 days thereafter)
- 11 paid holidays per year
- Paid training and paid leave for attendance at training sessions
- Professional liability insurance

Diversity Focus

The staff and clients of WithinReach are from wide and diverse socio-economic, ethnic and cultural backgrounds. A demonstrated commitment to, and understanding of, diversity and cultural competency will be critical in the selection process.

Leadership Philosophy Required

The Executive Director provides visionary leadership, inspires staff and Board members to do their best work, and creates, as well as identifies, strategic opportunities for the organization. The ED has wide latitude in exercising independent initiative and judgment, subject to the policies and procedures established by the Board of Directors and the requirements of government funders.





Working Relationships

The Executive Director interacts with the following persons, groups and partners on a regular basis. A collaborative approach and a professional public presence are essential.

- Board President and Board members
- Eight direct reports and other staff members and groups
- Representatives of advocacy groups
- Members of the Immunization and Breastfeeding coalitions
- VAX Northwest and other healthcare and hunger-related collaborations
- Statewide healthcare-related associations
- Local, state and national government agency officials
- Local community groups
- Major funders, individual donors and prospective donors
- News media
- Members of the general public

Areas for Immediate Focus

The following have been identified as the highest priority indicators of success for the new Executive Director during his/her first 12 months of employment:

- A smooth transition has been accomplished; strong, positive, respectful, trusting, effective and collaborative working relationships have been established between the new ED, the staff, board, institutional funders, major donors, community partners, government leaders, and key volunteers; current momentum is maintained; some new victories have been celebrated
- Financial targets are being hit, current funding streams are being maintained, private fundraising has increased, new sponsors have been secured, other new sources of funding are being examined such that there is less reliance on government funding
- Staff is stable and engaged; staff retention, satisfaction and morale are high
- Community and staff feedback regarding the agency, and the new ED, is positive
- The agency's mission is being sustained; programs remain robust, are demonstrating positive outcomes and are being evaluated as effective in meeting client needs
- Mutually agreed to annual performance goals and objectives have been established for the new ED by the Board and are being tracked, evaluated, and discussed frequently

- The agency’s role in healthcare reform is evolving and stabilizing
- Board is strong, positive, optimistic and engaged; generative discussions are being held at board meetings
- Client satisfaction measures remain high
- The effective use of technology by the organization has continued to grow
- New ideas are being generated and some are being implemented in moving the agency forward; projects are being advanced with new partners

Candidate Requirements

An advanced degree is desired. A degree in a health-related field is a plus.

The position requires demonstrated skill, experience and success in the following areas:

- Building and sustaining positive relationships with key constituencies in both urban and rural environments; community organizing; good at developing networks; a “bridge-builder”
- Engaging in developing & sustaining public/private partnerships, coalitions & complex relationships with multiple stakeholders; leveraging joint resources to achieve common goals; being “at the table”
- Fundraising with individuals, businesses and foundations (capital campaign experience, a plus)
- Government contract negotiation and management; grant writing for government funding, a plus
- Having developed existing local networks and relationships; already a recognized and respected local leader, a plus
- Leading an effective organizational transition and/or change, particularly in a resource-constrained environment





- Understanding of state & other providers’ programs; (existing relationships in, and understanding of, Washington state, a plus)
- A wide variety of organizations/sectors (i.e. public, private, nonprofit); with social enterprise, a plus
- Balancing the time demands for both internal and external focus
- Recruiting, mentoring, empowering, motivating and engaging staff and volunteers in a team environment and leading by example; developing & maintaining a positive organizational culture and working environment; managing in, and commitment to, a flexible, family-friendly workplace, a plus
- Growth and/or diversification of an organization and it’s programs and systems; “taking it to the next level”
- Public health, healthcare, health education for families, healthcare reform, or early learning, a plus
- Senior level leadership in a nonprofit or government organization
- Understanding the Washington State government and political “landscape,” as well as its legislative and budget processes, a plus
- Business innovation; innovative use of technology and an understanding of the role of technology applications, a plus
- Political advocacy at local, county, and state levels (Nat’l level a plus); advocacy for family issues, a plus
- Working with elected & appointed government officials at all levels

The successful candidate will possess the following personal attributes and competencies:

- Exemplary interpersonal skills; engaging; artful; comfortable working with wide variety of people, constituencies and diverse populations; effectively deals with conflict; poised/professional public presence; good sense of humor
- Collaborative/inclusive/deferential leadership style; willing to share authority; a good convener
- Decisive decision maker, while remaining open-minded and considerate of other’s views; actively seeks input on key decisions; demonstrates consistency and fairness in decisions

- Effectively builds and values strong relationships
- Energetic/strong work ethic; action oriented; a proactive self-starter; curious, willing to take reasonable risks in implementing new ideas
- Excellent communications skills – oral, written, listening and public speaking; articulate, direct & concise
- Passion for, and commitment to, the mission
- Politically and socially astute/tactful/diplomatic/respectful
- Well-organized, focused; effectively sets and follows mission-driven priorities; accountable (holds self and others accountable for high standards of quality and performance)
- High integrity/trustworthiness, honest, authentic, genuine, congruent, models the ethics, values and standards of the agency, responsive - follows through on commitments; demonstrates trust in others
- Systems-wide (holistic) perspective; a strategic, forward thinker but also attends to detail; visionary, with ability to inspire others toward their vision
- An advocate for staff, the agency and it's clients
- Compassionate, sensitive, empathetic, warm, genuine, and personable
- Creative problem solver; resourceful; entrepreneurial, innovative
- Balanced between internal and external focus
- Excellent facilitator, moderator and consensus-builder

Timing and Application

Interested candidates should submit a letter of interest and resume as soon as possible. Full consideration is assured if letters and resumes are received no later than **Noon Pacific Time, January 27, 2012**. Please submit your application by [clicking here](#).

All submissions will be acknowledged and will be held in strict confidence. It is anticipated that final interviews for the position will be conducted in mid-March, with the hiring decision made shortly thereafter.



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Contact Information

For further information, please contact: Dave Osmer, Hagel & Company, Phone: 425-643-4223, or email: dave@hagel.net. DO NOT submit your application to this email address (see link above).

WithinReach is an Equal Opportunity Employer and desires a highly diverse candidate group.

APPENDIX

Executive Director Job Responsibilities

The Executive Director is the Chief Executive Officer of WithinReach. The Executive Director reports to the Board of Directors and is responsible for the organization's consistent achievement of its mission and financial objectives.

In program development and administration, the Executive Director will:

1. Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
2. Provide leadership in developing program, organizational and financial plans and assist the board in policy development and planning consistent with the trends and high standards of the field.
3. Ensure that the organization's programs and materials are culturally appropriate.
4. Present data to the board regarding financial and programmatic outcomes.
5. Administer all operations of the organization, including management of staff, and maintenance of facilities, equipment and systems.
6. Maintain official records and documents, and ensure compliance with federal, state and local regulations.
7. Develop and maintain strong relationships with nonprofit, public and private sector organizations, grantors, community leaders, public officials and others to further the organization's mission.
8. Keep the Board informed of grant opportunities and grant proposals submitted.
9. Monitor all grants and contracts for compliance with requirements.

In external relations and communications with partners and stakeholders, the Executive Director will

1. Publicize the organization's programs, goals and accomplishments.
2. Establish sound working relationships and cooperative arrangements with community groups and organizations.
3. Represent the programs and point of view of the organization to agencies, organizations, and the general public.
4. Ensure the organization is accessible and accountable to the community and stakeholders by providing annual reports, newsletters, press releases, and other communications.

In relations with staff, the Executive Director will:

1. Be responsible for the recruitment, employment, and release of all personnel, both paid staff and volunteers.
2. Ensure that job descriptions are developed, that regular performance evaluations are conducted, and that sound human resource practices are in place.
3. See that an effective management team, with appropriate provision for succession, is in place.
4. Encourage staff development, training and education, and assist program staff in relating their specialized work to the total program of the organization.
5. Promote a climate that attracts, keeps, and motivates a culturally diverse staff of top quality.

In budget and finance, the Executive Director will:

1. Be responsible for developing and maintaining sound financial practices.
2. Work with the staff, Finance Committee, and the board in preparing a budget; ensure that the organization operates within budget guidelines.
3. Recommend annual fundraising goals and work with board members to ensure adequate resources are available to support organization operations.
4. Jointly, with the Board of Directors Executive Committee, or as authorized by the Board, conduct official correspondence of the organization, and jointly, with designated officers, execute legal documents.

In support of the Board of Directors and Board Committees work, the Executive Director will:

1. Assist the Board in meeting its fiduciary and governance responsibilities by providing support, timely information and training needed to conduct business effectively.
2. Ensure that plans and policies authorized by the Board are implemented.
3. See that the Board is kept fully informed on the condition of the organization and all important factors influencing it.
4. Provide staff support to Board Committees and coordinate their work.
5. Prepare Board Meeting Agenda in consultation with the Board Chair.