Position Profile:
Executive Director
National Health Care for the Homeless Council
Nashville, TN

The National Health Care for the Homeless Council (the Council) seeks a dynamic and passionate leader to advance the organization’s values, policy, training and technical assistance agenda, which is focused on the intersection between poor health and homelessness and founded on the belief that homelessness is unacceptable. Since 1985, we have been one of the leading organizations working for comprehensive health care reform and the provision of secure housing for all.

Our work is focused on: 1) ensuring the best quality health care for the most vulnerable; 2) eliminating barriers to health care and housing, 3) advancing public policies that prevent future and end existing homelessness, and 4) creating solidarity in the homeless health care movement, by making sure that providers and consumers of services are included in the discussion. We produce cutting-edge research in the field and provide the highest level of training and technical assistance related to health care for persons experiencing homelessness.

The Council’s mission and values are incorporated throughout the organization. The Council and its members place an emphasis on the inclusion of the perspectives of homeless health care providers and of persons who have experienced homelessness in creating service delivery vehicles, policy, and advocacy. The Council utilizes a consensus-based process for governing and operating the organization.

The Council is searching for a new leader because John Lozier, the founding Executive Director, is retiring at the end of 2016. For additional information please visit the Council’s website at www.nhchc.org.

The Organization

The Council started when 19 homeless health care organizations, participating in a Robert Wood Johnson Foundation demonstration program, recognized the value of networking, collaborating
and sharing best practices. Council member organizations and the Council itself started to grow when Comic Relief, a national fundraising effort featuring high-profile comedians such as Robin Williams, Billy Crystal and Whoopi Goldberg, designated health care for the homeless organizations as the beneficiaries of their fundraising initiative. Replication of the demonstration program within the federal Health Center program has allowed for further growth. The Council was initially run as an informal collaborative. John Lozier, the then-director of the Nashville Health Care for the Homeless organization, was hired in 1990. Since its inception the Council has been based in Nashville, although three staff members responsible for consumer engagement, policy and advocacy, are located in Baltimore, allowing for greater access to policy makers and national partners in Washington, D.C.

The Council is a membership organization with more than 3,500 individual members, including clinicians, consumers, and providers of medical respite care; nearly 200 organizational members; and 80 agencies within a practice-based research network. The Council’s belief that member organizations and the people they serve are the experts is a core principle of the organization. The Council supports the work of several coalitions and networks focused on health care social justice, such as the respite care network.

The Council engages in two primary activities supported by research, health care practitioners and consumers: 1) training and technical assistance based on a large community of practice that is developed organically and collaboratively from Council members and consumers; and 2) policy and advocacy work.

Training and Technical Assistance: The Council has a robust training and technical assistance program that includes: an annual national conference attended by approximately 900 people, publications, regional trainings, in-person technical assistance and webinars. All of the Council’s work is informed by the real world experience of Council members, including health care practitioners and consumers who have experienced homelessness. The Council provides high-quality, evidence-supported learning opportunities to promote best practices in homeless health care. The Council’s approach to teaching and learning mobilizes the strengths of the people who work in the homeless healthcare field, as well as the experiences and insights of the recipients of services. The most common requests for technical assistance relate to medical respite care, workforce development, Board development, and program compliance.

Policy and Advocacy: Integrating lessons learned from service providers and consumers into an advocacy agenda is central to the Council’s work. The Council focuses on influencing federal and state policy, preparing constituents to address policy at the state level, and developing strategic partnerships and initiatives with related organizations.

Organizational Structure and Budget

The Council has a $4.08 million budget for fiscal year 2017. The vast majority of funding (72%) comes from multiple federal funding sources. The Council has received funding from the Health
Resources and Services Administration (HRSA) for the past 18 years through a National Cooperative Agreement. Membership dues total $200,000 annually and support The Council’s policy and advocacy work. The organization is financially sound and has an operating reserve of $350,000.

Council staff has grown by 28% in the last five years, reaching a total of 23 people. The Executive Director has four direct reports: a senior director of development, a senior director of policy, a senior director of programs, and a senior director of administration. The senior director of development position was created and filled in 2016.

The Executive Director reports to a 30-member Board, which is composed of individual members and representatives of organizational members. The Board has a strong committee structure, where much of the organizational governance work is advanced. Most Board and committee meetings are conducted remotely.

The Position

Reporting to the Board of Directors, the Executive Director provides vision, direction, leadership, passion, and management to the organization.

Near Term Priorities

- Maintain excellence in existing program delivery.
- Build upon existing relationships and initiate new programs and collaborations with service and national advocacy organizations.
- Develop and implement a strategy for reducing the Council’s dependence on government grants.
- Raise the Council’s profile through development and implementation of an enhanced marketing and membership strategy.

Leadership and Strategic Direction

- Maintain and build strong external relationships and partnerships, communication strategies and alliances across the homeless, health care, and housing sectors.
- Working with the Board, Council members, and other constituents, lead the organization in the development and implementation of long-range strategies and vision.
- Build and maintain an effective working relationship with the Board and its leadership, while enhancing Board capacity in key areas such as marketing and strategic leadership.
- Provide strategic leadership and develop relationships to help diversify funding and reduce reliance on federal government funding sources.
- Engage in public speaking, writing, policy advocacy and community organizing to advance the goals of the organization.
• Maintain a current and working knowledge of significant developments and trends in the fields of health care, housing and homelessness.

Manage Organization

• Promote an organizational culture that fosters passion for a common mission, cooperation, and transparency.
• Maintain and improve the overall administration of the day-to-day affairs of the organization. Devise and implement new policies and procedures as needed.
• Sustain, enhance and supervise an effective management team and develop appropriate succession plans.
• Manage the Council’s resources and ensure compliance with established laws, regulations, contractual obligations, policies and proper internal systems and controls. Assure adequate fiscal controls and accounting of all funds, as well as timely and accurate financial reports to the Board.

Experience and Attributes

Ideal candidates for this position will share our passion for ending homelessness and providing high quality health care to the most vulnerable, as well as having a strong commitment and track record related to consensus, inclusion, and diversity. Candidate skills and subject matter knowledge should include:

• Highly skilled and diplomatic consensus builder with excellent listening skills.
• Proven networker with exceptional interpersonal skills and the ability to develop and understand complex relationships that involve a diverse group of stakeholders.
• 10 or more years of senior leadership or directly-related programmatic experience preferred.
• Working knowledge of, or experience with systems of care serving people experiencing homelessness or other extremely vulnerable populations and a passion for ending homelessness.
• An inspiring, supportive, and inclusive leadership style with a successful track record of motivating and supporting staff in a collaborative work environment. Experience working in an organization that uses a consensus-based decision-making process is preferred.
• Excellent and persuasive oral and written communication skills.
• Proven experience with fiscal management, budgeting, fundraising, and operations.
• Bachelor’s degree required, Master’s preferred.

Salary will be commensurate with experience.
Application Process

The Council has hired Raffa to assist with the executive search and transition. To apply, e-mail resume, cover letter and salary requirements to: Council@Raffa.com (e-mail applications are required and will only be accepted at this email address).

If you have questions about the search, please contact: Peggy Sand, Raffa Senior Search and Sustainability Consultant, at psand@raffa.com.

The National Health Care for the Homeless Council is an equal opportunity employer. Resume review begins immediately.