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# THE HOUSE

of the Good Shepherd

## Position Guide

*Chief Executive Officer*

<http://www.hgs-utica.com/>



# THE HOUSE

of the Good Shepherd

**POSITION:** Chief Executive Officer

**REPORTS TO:** Board of Directors

**LOCATION:** Utica, New York

## VISION

The House of the Good Shepherd will be the leading provider of treatment, education, and support services to the children and families of the community that we serve. We will be known for providing services that are of the highest quality and value, delivered within the context of family, culture and community.

## MISSION

The House of the Good Shepherd provides care that changes children's lives.

## ABOUT THE HOUSE

A premier organization in the Upstate New York region serving children and families, The House of the Good Shepherd (The House), which is celebrating its 145-year old history, continues its historical commitment to address the needs of children, their families and the community. The House started when a small group of concerned men and women gathered on February 8, 1872 to discuss the growing number of orphans and the disruption of family life during the post-Civil War period. Since then, The House has grown and evolved into an organization operating from five locations with an operating budget of \$26M, an endowment of \$9M and a dedicated full-time staff of approximately 400 and over 50 part-time/per diem staff.

The House is also a Sanctuary certified institution – one of only 82 in the world. In this model, The House promotes safety and recovery from chronic trauma through treatment, education and support of children and families. In order to intervene effectively in a traumatized child's life, it moved from a position of blame to one of experience. The organization strives to create a culture in which children are able to feel

safe and begin healing. It follows the Sanctuary Model, which promotes nonviolence and safety as a basis for all activity.

Today, The House serves approximately 425 children each day through a variety of services accredited by Joint Commission from [residential treatment](#) and [special education](#) to [foster boarding home care](#) and in-home support services. The House is a regional provider serving children from communities within a 100-mile area of Utica. There is a vigorous commitment to the operations and support functions of the agency ranging from QI and Training to Strategic Advancement and Development & Communications.

### **Foster Boarding Home Care**

The Foster Home Program helps children who are unable to live with their birth parents or relatives, or might otherwise be in residential placements. Most children are in need of short-term care while their families receive services and work toward reunification. The [New York State Office of Children and Family Services \(OCFS\)](#) certifies The House's Foster Care Program for children ranging in age from birth to 21. The program is one of only a handful of foster boarding home agencies in the country certified by the Sanctuary Institute. Currently, about 200 children reside in foster homes with an available pool of approximately 150 homes.

There are two levels of foster care: Therapeutic and Regular. In the Therapeutic Level, children and families receive counseling, respite, case management, on-call crisis response 24/7, psychiatric/psychological consultation, physical health coordination, and assessment/treatment planning. The Regular Level consists of case planning and physical health coordination services. Other services are available on a prescribed basis. Respite and emergency housing are also provided. Foster Care offices are located in Utica, NY and Watertown, NY.

### **Bridges to Health (B2H)**

The House's Bridges to Health Program (B2H) provides care to 75 disabled children who reside with either their birth families, foster families or pre-adoptive families. Those living with their birth families have serious emotional problems, developmental disabilities or are medically fragile, often times resulting in family conflict, school challenges and/or failure, and difficulties in the community. Many in foster care or preparing for adoption have experienced the loss of a parent through death, imprisonment, abandonment, mental illness or substance abuse. They also have serious emotional problems, developmental disabilities or are medically fragile. By improving their overall function, health, and well-being in a supportive environment, B2H prevents the likelihood of the enrolled child's need for institutional

The House of the Good Shepherd is a certified New York State Health Care Integration Agency (HCIA) that works with each Local Department of Social Services (LDSS) to make referrals, determine eligibility and handle enrollment decisions. The organization's Health Care Integration (HCI) Program coordinates and administers the child's healthcare plan. The Waiver Service Provision (WSP) provides the child services in addition to his/her Health Care Integration. The program is certified by the New York State Office of Children and Family Services (OCFS) and Bureau of Waiver Services and is funded through direct billing to Medicaid.

Additionally, The House is engaged with the Oneida County Department of Mental Health (OCDMH) to provide short-term "crisis respite" housing services for youth from Oneida County who are in the care and custody of family and not in the custody of the

Oneida County Department of Social Services (OCDSS). The focus of respite services is crisis resolution and coordination with current community providers to enable return of the children or youth to their home or community environment.

### **Tilton School**

The Tilton School is on the main campus and teaches approximately 120 students how to succeed when returning to community school. It is certified by the New York State Education Department as a K–8 Special Education residential (853) school providing programs for students with disabilities. Students in grades 9-12 are also educated but receive high school credits for graduation from their home school district based on their review of the Tilton School high school curriculum that qualifies many to take and pass the New York State Regents tests. Both residential and day service students attend Tilton School. It is divided into two segments: Tilton East serves students aged 5–13 and Tilton West serves students aged 13–18. Both segments share a computer lab, library, gymnasium, music and art rooms. The school also provides occupational therapy, speech and language therapy, and diagnostic evaluations. Technology and Career Awareness classes are also available to students in grades 7–12. The Learning Center (TLC) provides individual tutoring and a study skills class to help prepare students returning to public school.

### **Residential Treatment**

The Residential Treatment Center provides services to approximately 22 adolescent boys and girls that include individual, family, and group therapies; medical care; psychiatric and psychological consultation; milieu therapy; therapeutic recreation; independent living training; and post-discharge case management. The House residential program serves young people who are chronic trauma survivors. Most of these children respond to acute or sustained injuries with symptoms typically described as moderately severe mental health issues, conduct-disordered oppositional defiant behavior, or other severe behavioral problems. The House provides services in two cottages on its main campus. The cottages have a total of twenty-two beds with adolescent boys in one cottage and adolescent girls in the other. The Residential Treatment Center is certified by the [New York State Office of Children and Family Services \(OCFS\)](#).

### **Residential Treatment Facility**

The Residential Treatment Facility (RTF) is the community's only program providing long-term psychiatric services to youth ages 10 – 19. The RTF, located on main campus at the Schafer Residence, cares for 14 youth. The program is certified by the [New York State Office of Mental Health \(OMH\)](#) to serve youth with a primary psychiatric diagnosis including mood, thought, conduct or personality disorder. Service provision consists of 24-hour nursing care; psychiatric and psychological services; individual, family, and group therapies; milieu therapy; therapeutic recreation; and post-discharge management support.

### **Intensive Treatment Program**

The Intensive Treatment Program (ITP) serves 18 youth living in two cottages on the main campus. Certified by the [New York State Office of Children and Family Services \(OCFS\)](#), the program provides a highly concentrated array of services and staffing to help adolescent girls and pre-adolescent boys who have experienced chronic stress and adversity. New York State identifies children with this trauma profile as "hard to place."

## **Health Services**

Children in all campus programs receive primary health care provided by a full-time nurse practitioner, collaboratively supervised by a consulting pediatrician consulting physician, 4 full-time nursing staff assigned to the non-RTF residential programs and 3 full-time and 7 per diem nursing staff assigned to the RTF. Services consist of well-child care, immunizations, medication management, annual physical exams, dental service and eye care, oversight of nutrition programs, ongoing monitoring of a variety of health issues and coordinating medical care of community-based programs. In addition, children in the agency's two foster home programs receive their primary health care from providers in local communities coordinated by 4 full-time agency nursing staff. Psychiatric services are also provided in-house for youth at the Utica site and by a local psychiatrist in Watertown.

In addition to these programs, The House is also the fiscal agent of the Boys and Girls Clubs of Utica, furthering its mission as a comprehensive resource for youth in the region.

## **THE OPPORTUNITY**

The House is pursuing an ambitious agenda in meeting the needs of children and families in Utica and the surrounding region. The next Chief Executive Officer will join an organization that has proven to be nimble and proactive in adjusting to changes and recent trends in caring for children and families experiencing trauma. Over the past several years, The House has taken on a number of initiatives to prepare for current and upcoming changes in the model of care pursued by the State of New York. These activities include the implementation of an electronic health record (EHR), collaboration with multiple service providers in the development of the Medicaid Health Home Program being launched in New York State, continued updating of its facilities, and creating community alliances to support new service initiatives.

Additionally, The House has made many adjustments to prepare for a future with a different funding model than the past several decades. The funding impact of upcoming managed-care arrangements, most of which serve children and adults covered by the Medicaid system, will continue to require careful and strategic decision making by the organization. Thus, the desire and ability to serve a wide variety of human conditions will need to be balanced by the continuing acquisition of sustainable financial and human resources.

The next Chief Executive Officer will have the opportunity to build upon these successes and challenges to advance an ambitious strategic plan. The Executive will be charged with carrying out strategic activities that seek to grow the scope of programming impact as well as, potentially, the geographic footprint of The House. All of these activities will be done in partnership with a professional, dedicated Board and a strong senior leadership team.

## **POSITION SUMMARY**

Reporting to the Board of Directors, the Chief Executive Officer directs the programs and activities of the organization. The Chief Executive Officer supervises and participates in all activities pertinent to the financial viability of The House; presents and engages formally and informally to funders, public officials and others whose engagement in the organization is important to its success; articulates the organization's core strengths and its vision for the future; develops organization structure and culture in a climate of

change; operates from a customer-driven perspective; embraces issues of traumatized children and families as a calling to service; in close coordination with the Board, directs, manages and evaluates the ongoing financial and operational priorities of The House; supervises the development and implementation of plans and programs by monitoring performance and evaluation tools and standards used to determine effectiveness; approves and prepares reports submitted to the state, county, federal and other regulatory agencies; and oversees staff, sets performance expectations and enhances the positive culture of the organization.

### **CANDIDATE PROFILE**

We seek a proven human services leader who has been a catalyst in fulfilling an agency's vision. This entrepreneurial individual would bring leadership characterized by an ability to garner broad community support, increase the visibility of the organization, and carry forward major new projects and programs.

We seek a leader who communicates the agency's mission with enthusiasm. The ability to relate to a wide variety of constituents including elected officials, municipal, state and federal bureaucracies, businesses, civic groups, donors, neighbors and regulators and advocates is essential. Understanding and experience within a managed-care environment is highly preferred. Given the unique and diverse revenue streams at the organization, the ideal candidate will demonstrate a proven track record of successfully negotiating large, complex, contractual agreements in both the public and private sectors.

Specific experience in social service management is preferred but not required. At minimum an affinity for the creation and delivery of human services to children and families must be evident through previous experiences. A proven ability to hire, coach, and lead employees in multiple locations as an effective team of closely coordinated, highly professional, self-accountable staff members is a must.

Of critical importance is the candidate's ability to transform ideas into specific, goal-driven program outcomes. The successful candidate will have demonstrated skills in operations and business management. Direct fundraising experience is a plus. Experience making strategic decisions in program design, development, and management in pursuit of board goals is expected.

A master's degree from an accredited college or university is required. Affiliation with and leadership in local, state, or national professional or trade associations related to human services would be a plus.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <http://www.kittlemansearch.com/the-house-of-the-good-shepherd/>

For more information about The House, visit <http://www.hgs-utica.com/>