



Straight & Narrow

A Catholic Charities Agency of the Diocese of Paterson

ASSOCIATE EXECUTIVE DIRECTOR IDEAL CANDIDATE PROFILE

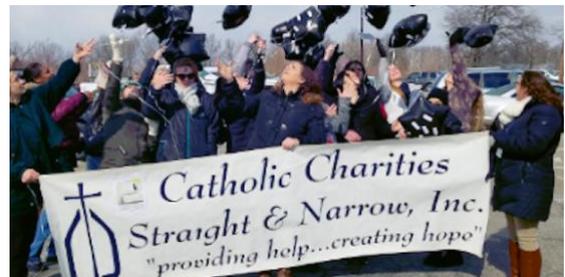
Founded in 1954 as a treatment program for male alcoholics, [Straight & Narrow \(S&N\)](#) has evolved into a premier, pacesetter and comprehensive social service, health care and community development agency providing innovative and compassionate services to individuals struggling with substance abuse and co-occurring disorders. It is the oldest community-based residential treatment facility in the United States for those who are addicted to drugs and alcohol. Headquartered in Paterson, NJ, Straight & Narrow is the largest program of its kind. At this time, Straight & Narrow is seeking an experienced human services professional to serve as its next Associate Executive Director.

STRAIGHT & NARROW

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Healing people with addictive disorders:

"Through God's Grace and the help of Straight and Narrow I have been clean for four years. I was once hopeless, homeless, and with no desire to live. I now work in treatment, have my family life in order, and have earned my degree. I am nothing but grateful for the program who helped me gain my self-respect back." – Luana, 2014 Straight & Narrow Graduate



"This place saves lives." – Commission on Accreditation of Rehabilitation Facilities (CARF) Surveyor

"A man approached me after Sunday Mass at a local church. He pointed to a young woman in the Straight & Narrow Gospel Choir, which had provided music during the service. 'You probably

don't remember me,' he said. 'That's my daughter, Joannie. You saved her life, and you saved our family.'" – Executive Director, Straight & Narrow

Straight & Narrow was founded as Mount Carmel Hospital, which was located on Paterson, NJ's Straight Street. When the organization's Executive Director persuaded the mayor of Paterson to change the name of the cross street to Narrow Street, the organization changed its name to Straight & Narrow, to reflect its programs' effectiveness in helping its clients "walk the straight and narrow."



In 2019, one of Straight & Narrow's facilities was destroyed in a six-alarm fire. Rebuilding is underway. [Click here](#) or on the image to learn more about *Rebuilding Hope at Straight and Narrow, 410 Straight Street, Paterson, NJ.*

For each person seeking treatment at Straight & Narrow, there is a path which reflects each individual journey.

Typically, those who seek intervention by the organization's professional and compassionate staff have experienced significant dysfunction and a history of chemical dependency that continues to compromise physical and emotional health.

The core values of Straight & Narrow – kindness, fairness, consistency, productivity, charity, faith, honesty, health, community, family, society, friendship, spirituality, discipline and sobriety – are universals, guiding all program activities and goals. They provide a blueprint for success, both within program and post treatment.

It is the Straight & Narrow tradition to exercise both tolerance and inclusion in its admission process. Operating since inception in areas ravaged by crime, unemployment, squalor, disease, addiction and urban neglect, the organization has remained faithful to an ongoing mission to serve the most medically indigent and chronic substance abusers in the state of New Jersey.



The oldest and largest agency of its kind operating in New Jersey, Straight & Narrow has expanded and integrated into and helped to shape each community in which it operates. S&N operates programs in Paterson, Passaic, Paramus and Secaucus. The organization's acquisition and development of properties in blighted neighborhoods plagued by substance abuse, mental illness and poverty can be viewed as a metaphor for the reclamation of spirit, sobriety and self-worth achieved throughout the Straight & Narrow portfolio of programs.



Straight & Narrow continues to serve those for whom the level of dysfunction is highest and the prognosis poorest. Tragically, those with greatest impairment and greatest need, unable to negotiate or simply

worn down by the system, fall through the gaps and chasms continuing the downward spiral of greater dysfunction and reliance on public funding.

At Straight & Narrow, this is viewed as a challenge. To the extent that it is able, Straight & Narrow addresses addiction and the sequelae toward maximizing the presence and readiness of its clients while in a safe and therapeutic environment.

Straight & Narrow does not treat addiction, per se. It treats the individual for whom the Straight & Narrow structure and approach are clinically indicated. This distinction is essential to the philosophy and approach operationalized at Straight & Narrow. The precursors to addiction are myriad, and each client presents a singular history. Accordingly, the treatment experience is individually designed and executed to reflect a course toward self-actualization and recovery. Histories of trauma and abuse shape the individual treatment plans and clinical activities.

[Click here](#) to visit the organization's website.

PROGRAMS AND SERVICES

Straight & Narrow's treatment and prevention programs were developed in response to emerging and systemic needs of the community. At the core of its response to each of these needs is the commitment to a mission of *providing help and creating hope*. Through this commitment, Straight & Narrow has established a host of programs that provide individuals, families and the community with the knowledge, skills and support needed to create positive, lasting change.



Straight & Narrow strives to develop and deliver effective prevention, education and treatment services to clients with addiction and co-occurring disorders and HIV disease, and to provide infants and children with a healthy foundation for their physical, emotional and cognitive development. In addition, the organization advocates for effective and adequate health and human services; convenes scholars, practitioners and consumers to shape effective practice and approaches; and maintains a commitment to learning and developing knowledge with which to inform those who set policy affecting those in our care. Straight & Narrow provides a full range of human services, without compromise, to all who seek its assistance.

Straight & Narrow has a long-standing relationship with the New Jersey Department of Human Services, Division of Mental Health and Addiction Services (DMHAS) and The Department of Children and Families and is licensed to provide substance abuse treatment services in various modalities of treatment. With a budget of \$23.6 million, Straight & Narrow provides:

- Sub-Acute Residential Detoxification Treatment, which serves up to 26 adults;
- Long-Term Residential Substance Abuse Treatment for up to 127 male adults;

- Short-Term Residential Substance Abuse Treatment for up to 8 male adults
- Long-Term Residential Substance Abuse Treatment for 66 adult females in Paterson, NJ and 42 adult females in Secaucus, NJ;
- Halfway House Residential Substance Abuse Treatment for 50 adults;
- Outpatient Treatment Services;
- Intensive Outpatient Treatment Services;
- Opioid Treatment Services accredited by the Council on Accreditation of Rehabilitation Services (CARF) since 2004;
- A Family Success Center that provided support for 1,200 families in 2021;
- 74 units in two HOPWA supportive housing apartment buildings; and
- 150 students in Early Education Child Care Center.



[Click here](#) to view a gallery of images of Straight & Narrow facilities and programs in action.



Straight & Narrow’s experiential background in the provision of both residential and outpatient substance abuse treatment services integrates all aspects of behavioral health. Clients are provided with a holistic approach to treatment with treatment planning focusing on all life areas. Integration of co-occurring mental health disorders and substance abuse disorders treatment assists in addressing individualized client needs and views the client as a whole preparing them for overall wellness and recovery. All of the Straight & Narrow treatment programs are approved to provide co-occurring services, and are equipped with credentialed staff including a psychiatrist, an advanced psychiatric nurse, and licensed mental health clinicians to effectively treat our client population.

THE ROLE OF THE ASSOCIATE EXECUTIVE DIRECTOR

The Associate Executive Director (AED) position is based in Paterson, NJ and is considered full time and flexible, with evenings and weekend hours as needed. On-call responsibilities are required as needed. The position shares equally in covering on-call supervision with the Executive Director (ED). The AED will be responsible for the oversight of several treatment programs and community-based programs. The AED will work closely with direct reports to ensure the continued daily operations, crisis and incident management as well as ensure continued compliance to service requirements as stipulated by regulatory bodies. Responsibility of the Straight & Narrow Quality Assurance Program, supervision and evaluation of direct reports and assigned programs, and the Straight & Narrow Compliance Program.

Quality Assurance

- Admin support to the Continuous Quality Improvement (CQI) Committee Chair (E.D.)
- Oversee and participate in all sub-committee meetings
- Provide oversight of CQI subcommittee work and liaise with committee and sub-committee chairs and monitor adherence to reporting requirements and records keeping.
- Analyze CQI sub-committee outcomes and prepare annual CQI report for the ED and Board of Trustees reflecting improvements brought about by the CQI process.
- Monitor Key Performance Indicators (KPIs) and coordinate development and implementation of improvement plans when indicated.

Management

- Supervise and evaluate the performance of direct reports.
- Partner with members of senior management in planning and development of all new initiatives and programs. Conduct GAP analyses on utilization and coordinate and collaborate with senior management to develop initiatives to address areas that need improvement
- Convene regular meetings of administrative staff and department heads within the Agency and participate in all meetings convened by the Executive Director with agency directors and administrative staff.
- Support and assist Executive Director in the discharge of her duties, implementing the philosophy, policies, and procedures including personnel, budgeting and fiscal management, and advocating for the needs of clients served by the agency.
- Liaison with various program directors to develop/maintain client handbook, counselor's guide, etc.
- Research for block grants and other relevant government funding for the agency. Coordinate with the Executive Director (ED) and CFO to prepare required documentation, apply for funding and follow through as necessary.
- Annual renewal of agency contract.
- Share administrative on-call responsibilities with E.D.
- Completion of license renewal applications and related documentation.
- Supportive of collaborative, MBWA, Servant Leadership.

Compliance

- Develop, maintain and assure compliance with agency policies & procedures consistent with regulatory standards. Ensure that all policies and related compliance forms are uploaded onto the agency intranet website and are accessible to staff.
- Monitor and assure compliance with Electronic Health Records (EHR) policies.
- Responsible for the notification of reportable events.

- Preparation of quarterly, annual, and ad hoc reports for ED and Board of Trustees reflecting all reportable events and corrective actions taken.
- Maintain good working relationship with regulatory, funding and monitoring representatives.
- Management of the critical incident reporting system, assignment of categories to incidents and ensure proper follow up action is taken. Identification of critical incidents which are deemed reportable as per regulations. Work closely with Directors to ensure State reports are initiated, completed and submitted for all reportable events.
- Support accreditation process for all programs and departments (example: CARF) and be the point person for all site visits.
- Conduct mock-site visits in preparation of upcoming inspections, and or, accreditation visits, to include review of clinical, medical and physical plant requirements to ensure compliance and preparation of required agency documentation as requested by the governing body prior to site inspections.
- Maintenance of affiliation agreements/MOU with outside agencies to ensure a continued collaborative relationship.
- Oversee preparation of each unit's Plans of Correction, complaint investigations, Incident Analysis and ensure that they are completed and submitted in a timely manner.
- Responsible for the notification of reportable events to the UIRMS Coordinator at DMHAS as well as other State regulatory agencies as appropriate.
- Annual renewal of agency contract/grant for each department.
- Share administrative on-call responsibilities with E.D.

Other tasks/duties as necessary or as assigned.

IDEAL CANDIDATE QUALIFICATIONS AND COMPETENCIES

The ideal candidate will have a master's degree as well as 5-10 years of experience in supervision and administration in the human services or a related field. The position requires a professional who is dually licensed with LPC/LCSW plus LCADC preferred, who is experienced with Continuous Quality Improvement (CQI), and who is familiar with addictions licensure standards and crisis management.

The organization seeks an individual skilled in providing for staff training and development, and with good interpersonal and supervisory skills including the ability to direct others appropriately and to prioritize, organize and delegate tasks. The successful candidate will possess excellent verbal and writing skills and good working knowledge of computers.

COMPENSATION

Straight & Narrow (S&N) is prepared to offer a competitive salary and benefits package to the candidate selected as its Associate Executive Director (AED). S&N provides its employees with

high-quality benefits. The AED will be entitled to 23 PTO days (sick and vacation time), and 12 Calendar holidays in 2023.

Benefit Plans Offered include: Medical, Dental, Vision, Basic and Supplemental Life Insurance, Accidental Death & Dismemberment (AD&D) Insurance, Short-Term Disability, Voluntary Short-Term Disability, Long-Term Disability, Employee Assistance Program, Travel Assistance Program, Voluntary Universal Life Insurance, Voluntary Accident Policy, Voluntary Critical Care Policy, Voluntary Family Protection Plan, Tax Deferred Annuity Program, Pension Plan. You share the costs of some benefits (medical and dental), and S&N provides other benefits at no cost to you (vision, life, accidental death & dismemberment, short and long-term disability).

Medical Coverage—Eligible dependents are your spouse, and unmarried children under age 26. Dependent children are covered until end of calendar year in which they turn age 26.
Dental coverage—Dependent children are covered until end of calendar year in which they turn age 26.1 1 Dependent Children, who are disabled, may be covered beyond age 26 under certain circumstances.

CONTACT INFORMATION FOR INTERESTED CANDIDATES AND NOMINATIONS

If you would like to express your interest in this position, please send a cover letter and resume to Joe Duffy, President, Executive Search, at joe.duffy@dcm-associates.com. If you would like to discuss the opportunity further or would like to recommend a candidate, please contact Dennis C. Miller, Founder & Chairman at dennis.miller@dcm-associates.com or Terrence F. Cahill, Managing Director, at terrence.cahill@dcm-associates.com.



*Executive Search
Nonprofit Leadership
& Board Performance*

January 18, 2023