



## CHIEF OPERATING OFFICER IDEAL CANDIDATE PROFILE

The Center for Great Expectations (CGE), based in New Jersey, is a recognized trailblazer in the field of mental health and substance use disorder treatment. At this time, the organization is recruiting an experienced, business-minded nonprofit professional to serve as its next Chief Operating Officer.

### THE CENTER FOR GREAT EXPECTATIONS

**Mission:** *Grounded in a spirituality that treasures the dignity of all, The Center for Great Expectations seeks to form a partnership with homeless pregnant and/or parenting women and adolescents, men, and their children, in creating a safe place, safe presence, and a safe path, that enables clients to experience, choose and maintain physical, psychological, social and spiritual health for themselves, their children and families.*



**Vision:** *To be a national leader in providing transformational (behavioral health) substance use and mental health treatment to women, children, men and families impacted by trauma, abuse and neglect.*

CGE began in 1998 in a two-bedroom house with a single bathroom, donated by Immaculate Conception parish in Somerville, New Jersey. For ten years, CGE remained in this location, meeting the needs of 12 expectant mothers on an annual basis and growing an understanding of how best to provide dignified and compassionate services to this vulnerable population. In 2008, CGE raised \$4.2 million to build two residential facilities in Somerset—one for adults and their children needing long-term treatment for substance use and mental health disorders, the other, the state's only residential program serving adolescents with mental health disorders who are pregnant or parenting.

As the organization's understanding of how best to meet the needs of the individuals and families it served evolved, so, too, did its mission and continuum of care. From 2008 to 2018, CGE experienced exponential growth, including the development of Katy's Place, an on-site Child Development Center; Roots to Recovery, an outpatient program providing compassionate



care for substance use and co-occurring disorders and primary mental health issues; the Permanent Supportive Housing program, including 28 units for at-risk families throughout Somerset and Middlesex Counties; and START, providing free community-based telehealth and home visitation and doula support services for pregnant and postpartum persons in recovery.

## PROGRAMS AND SERVICES

CGE now serves over 1,000 women, men, and children on an annual basis. Many of these individuals are homeless or economically marginalized, pregnant or parenting or living with mental health or substance use disorders. CGE remains steadfast in its commitment to provide dignified and comprehensive care in an effort to break the generational cycle of abuse, homelessness and substance use through:

- **Trauma C.A.R.E.: A Relational Model:** CGE's treatment model is designed to foster a culture of safety and nurturance, provide trauma-attuned treatment, and facilitate relationships that empower those we serve to participate in their own healing process.
- **Early Relational Health Model:** CGE's unique focus on infant and early childhood relational health changes the trajectory of intergenerational patterns of substance use, starting with the relationship between mother and child.
- **Measurement-Based Care:** CGE collaborates with the Rutgers School of Social Work to consistently collect and analyze client treatment data to ensure the best possible outcomes for adults, adolescents, children and parent-child dyads breaking the cycle of intergenerational trauma, substance use and homelessness.



The **Adolescent Residential** program is a 12-bed Residential Treatment Center (RTC) and New Jersey's only residential program serving pregnant or parenting adolescents with mental health disorders, and their children, referred by the NJ Department of Children & Families, Children's System of Care.

The **Adult Residential Mommy & Me** program serves homeless, pregnant and/or parenting women with substance use disorders—and their children up to age five— who may have experienced Adverse Childhood Experiences (ACEs) and other trauma and co-occurring mental health disorders.



**Katy's Place** is an on-site licensed child development center that provides daily professional childcare and nurturance to the children within the CGE community while mothers engage in their own treatment.

**Roots to Recovery** is CGE's dually licensed outpatient program for substance use and mental health treatment through individual and gender-specific group therapy,

Medication Assisted Treatment and medication management. Guided by a trauma-informed, patient-centered lens, the program offers a safe environment, respecting the dignity of each client. Peer recovery specialists bring the expertise and perspective of individuals living in recovery.

**START** is a free community-based home visitation telehealth service for up to 18 months for pregnant and postpartum persons in Essex, Hunterdon, Western Hudson, Middlesex, Morris, Somerset and Union Counties, striving to overcome substance use. It is staffed by licensed clinicians and community doulas, as well as peer recovery specialists who bring the expertise and perspective of individuals living in recovery.

**Permanent Supportive Housing** supports and preserves families impacted by substance use and homelessness through a strengths-based, housing-first approach with integrated intensive case management and counseling services. CGE has 28 apartments for at-risk families in Somerset and Middlesex Counties.

**The Institute of CGE's** relationally based, trauma-attuned professional development and consulting services are guided by CGE's commitment to fostering connections, weaving a stronger social fabric to promote resilience within the larger community.

## THE ROLE OF THE CHIEF OPERATING OFFICER

The Chief Operating Officer (COO) will be responsible for leading and managing all operational and administrative aspects of CGE. The COO is responsible for a comprehensive array of administrative services and operations overseeing all activities pertaining to communications, information technology, human resources, facilities management, legal affairs and other agency operations that are required to effectively and efficiently support CGE's programs, services and development.

The COO will be responsible for ensuring all agency operations are properly organized, compliant, and staffed. In conjunction with Peg Wright, Founder and CEO, and the Director of Finance, the COO will be responsible for developing, implementing, and managing the annual budget agreed upon with the CEO, and for ensuring that CGE's nonprofit services and funding are in compliance with all national, state, county, and city regulations, certifications, and

licensing requirements. The COO will facilitate and collaborate with the senior management team to plan, organize, and implement CGE current and future operational and administrative functions in accordance with standards set by the CEO and Board of Trustees.

### Performance Standards

Under the supervision of the CEO, the COO will promote the use of the Nurtured Heart Approach<sup>®</sup> in all activities with the goal of promoting a safe and comfortable environment for all individuals within the CGE community and within all business relationships. The COO will:

- Perform all duties and demonstrate behaviors and attitudes consistent with the Mission Statement and Core Values of the organization, and the Nurtured Heart Approach<sup>®</sup>.
- Continually participate in building and maintaining positive working relationships through effective communication, performance improvement and teamwork efforts.
- Be of good character and reputation; sufficient physical, mental, and emotional health to satisfactorily perform her or his job duties.
- Actively participate in safety programs of the organization by identifying potential risks and promoting client safety as well as environmental safety.
- Accomplish individual and team goals and objectives established by supervisor based on prior performance evaluation.
- Comply with HIPAA guidelines regarding client rights and confidentiality.
- Comply with documentation and training set forth by Human Resources.
- Actively participate in CGE's clinical research efforts by ensuring accurate and timely reporting for all assessments and evaluations.

### Responsibilities of the COO

The COO will be expected to oversee program managers and departments heads and effectively implement all operational and administrative aspects of property management, green operations, leasing, compliance, insurance and information technology. In particular:

**Continuum Management:** Ensure proper staffing, compliance and operational functioning at all times.

**Information Technology:** Ensure the ongoing maintenance and updating of information systems and infrastructure, including hardware, software, and applications. In collaboration with other team members, develop and maintain the CGE website and intranet that reflect CGE's values and culture.

**Financial Oversight:** In partnership with the Director of Finance, develop and oversee the CGE-wide financial plan, and the operating and capital budgets for all the buildings and programs in CGE's portfolio.

**Internal Leadership:** Partner with the CEO, the Director of Finance and the Director of Human Resources in essential internal organization leadership activities including strategic planning, on-going risk assessment and mitigation, determination of equitable salary and pay scales, selection of health insurance and pension plans, and development of organization-wide administrative policies. Identify training needs among staff and mentor and develop staff using a supportive and collaborative approach.

**Best Practices:** Identify and implement best practices and improve internal systems with an eye toward future needs and budget realities.

**Advocacy and External Relations:** Represent CGE at industry group (or, mission related) conferences, professional associations and other public venues; actively participate in advocacy activities that further CGE's mission.

In addition, the COO will:

- Build and maintain strong working relationships with all CGE staff and supervisors.
- Work as a member of a team to establish and maintain a high level of care and respect for, and communication with, community leadership and external customers.
- Work in a consistently professional manner at all times, which includes, but is not limited to, treating all clients, staff, and guests and volunteers with dignity and respect.
- Perform other duties as directed.

## IDEAL CANDIDATE QUALIFICATIONS AND COMPETENCIES

This role requires a significant level of operational management, administration and compliance experience. The ideal candidate will have ten or more years of senior operational experience with behavioral healthcare or dual diagnosis service missions in a nonprofit organization, foundation, or government agency. The position requires a master's degree. In addition, successful candidates will bring to this role:

- Experience with trauma informed services, residential settings, mental health/ substance use recovery services and/or family support services.
- Knowledge of federal and state funding and compliance requirements.
- Passion for CGE's mission and impact with a willingness to embrace CGE's values and mission
- Experience in 24/7 clinical settings and ability to lead clinicians and rapid response teams.
- Strong interpersonal relationship and communication skills and competencies with proven ability to cultivate strong internal and external relationships.
- A strong sense of urgency and understanding of the importance of achieving timely results.
- Demonstrated experience in managing change in a growing environment.

- Experience mentoring, coaching and leading others to exceed performance goals.
- Strong business acumen and experience managing a large financial portfolio of programs and services in a managed care environment.
- A track record of delivering superior results, ensuring accountability, and assuming leadership roles.
- Demonstrated commitment and ability to work within and foster a team-centered work environment.
- Broad experience with budgeting, business analysis, finance, and information systems.
- Ability to balance the delivery of programs against the realities of a budget.
- Ability to scale organizational infrastructure to organization's growth.
- Exceptional written, oral, interpersonal, and presentation skills and the ability to effectively interface with senior management, CGE's board of directors, and staff.
- Success in roles requiring execution of multiple tasks while responding to multiple priorities.
- Proven ability to work with efficiency, flexibility, compassion and good humor.
- Demonstrated ability to build and maintain relationships with all levels of staff, for-profit and nonprofit stakeholders, and from diverse backgrounds.
- Ability to listen to and learn the strengths and weaknesses of the team.
- Demonstrated experience in creating and managing operational reporting, tracking and evaluation systems. Ability to show specific examples.
- Excellent communication and relationship building skills.
- Demonstrated integrity, and a commitment to striving for excellence in her/his work, and the experience of leading and inspiring others to new levels of effectiveness and operational impact.
- Ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan.

The organization seeks a disciplined self-starter who will operate with excellence in mind in all matters. The ideal candidate will be a results-oriented person passionate about making real impact and change, and naturally driven by that pursuit

## COMPENSATION

CGE is prepared to offer a competitive salary and benefit package to the candidate selected to be its new COO. In addition, this position offers an opportunity to join a dedicated team of professionals that is making a profound difference in the community and in the lives of the individuals who are able to look forward to a brighter future because of the organization's work.

## CONTACT INFORMATION FOR INTERESTED CANDIDATES AND NOMINATIONS

Please express your interest in this position by forwarding your cover letter and resume to Dr. Yvonne Styles, DCM Executive Vice President, at [yvonne@dcm-associates.com](mailto:yvonne@dcm-associates.com). Please feel free

to contact Dr. Styles if you would like to discuss this position further or would like to recommend a candidate.



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