

## *Position Profile*

*On behalf of our client, People Incorporated,  
CohenTaylor Executive Search Services  
is conducting a retained executive search for its*

### Chief Operating Officer



## People Incorporated

### Fast Facts

- **Founded:** 1969
- **Budget:** \$52M
- **Staff:** 720
- **Programs:** Over 60 programs across the Twin Cities providing holistic care and support
- **Impact:** Served nearly 14,000 people in 40 locations in 2017
- **Awards:** Named to the Star Tribune’s Best Places to Work in 2016
- **Awards:** Tobacco Free 11/12018 honoree
- **Innovation:** St. Paul Police Mental Health partnership
- **2019:** 50<sup>th</sup> anniversary
- **Community Partners:** Over 80 local service providers, government bodies and higher education institutions
- **CCBHC:** Certified Community Behavioral Clinic site – (<https://www.peopleincorporated.org/2017/07/ccbhc/>)
- Home of ARTABILITY, an annual art show representing the talent and creativity of people with serious mental illness.

For more information visit the <https://www.peopleincorporated.org/>



**People Incorporated** is the largest provider of community mental health services in Minnesota and is a vibrant and growing agency.

Founded in 1969, the organization now operates nearly 60 programs including children’s programs, crisis residences, programs to help the homeless, residential programs, treatment services and case management services. In 2017 they served more than 13,000 people with a budget of \$52 million.

Helping people with mental illness requires great flexibility and creativity. That’s why they start with the person first—developing innovative, effective services that surround individuals with the care, resources and connections needed to keep them living and thriving.

People Incorporated represents a critical service link in Minnesota’s community-based mental health system serving the community throughout the Twin Cities and beyond.

### Mission

- Supporting mental health and wellness in the community through collaboration and integration of care.

### Vision

- Be a leading community partner in the provision of continuum driven, integrated care based in best practice.

### Values

- A foundation of dignity and respect
- The individual as the principal voice for care he or she receives
- A team orientated environment supported with continuous learning

People Incorporated:

- Improves the quality of life for individuals and families experiencing barriers to mental health and wellness
- Collaborates with others to provide programs and services that demonstrate positive results
- Provides shared learning experiences to promote skills and support in the community
- Influences public attitude about mental health, affects changes in public policy and promotes public awareness
- Responds to the changing complexity of our community through a model of integrated care

## The Organization

### People Incorporated History

People Incorporated got its start in 1969 when a St. Paul minister, Rev. Harry Maghakian, noticed that a residence next to his church was sheltering a number of otherwise homeless men. Many were veterans from World War II and Korea, and it was clear that many were masking symptoms of a mental illness with alcohol or drugs. Maghakian's congregation began to offer these men a place in their church to come for coffee and snacks, and soon this grew to Thanksgiving and holiday meals and other special occasions.

At the time there were few organizations in the Twin Cities serving people with mental illness, and Maghakian's church soon joined with five other congregations to find an organization that eventually became known as People Incorporated. They no longer have any religious affiliations.

They now serve nearly 14,000 clients per year through more than 60 programs throughout the Twin Cities metro area and beyond, with an annual budget of approximately \$52 million.

### Why 'People Incorporated'?



Historically, mental illness has been poorly understood. Seen as a character weakness, a bodily fluid imbalance, demonic possession and more, those afflicted were isolated, harshly treated and kept separate from mainstream society.

People Incorporated was founded on the belief that those living with mental illness could be 'incorporated' back into society. And society itself could be incorporated into efforts to support these individuals.

The name 'People Incorporated' encompasses this belief, and more than 45 years of results proves its wisdom.

Under the current CEO's leadership, People Incorporated's revenue stream has grown from roughly \$34 million to \$50 million in her four years at the helm. Her vision for an integrated model of mental health services challenges everyone to think differently about how services

can best be delivered to marginalized individuals. Through her stewardship, People Incorporated is one of six Minnesota providers participating in the Federal Certified Community Behavioral Health Clinic (CCBHC) initiative.

The two-year demonstration project establishes a "one-stop shop" approach to outpatient services for individuals with mental illnesses and substance use disorders. Under this model of care, a potential client completes one intake assessment that can connect them with a whole host of services depending upon their diagnosis and eligibility. Participation in the project has allowed the agency to pursue a more integrated model of care with positive results for the people they serve.

People Incorporated has aggressive plans for additional growth in the next two to five years. Services for Serious and Persistent Mental Illness (SPMI) diagnoses are normalizing and entering the mainstream healthcare system as a result of increased demand. People Incorporated is on the forefront of the development of person-centered care and sees regular opportunities to expand the depth and breadth of their programs.



## People Incorporated Services – Integrating Care for Every Person

### WELLNESS & FOUNDATION HEALTH

*Foundational health and wellbeing, nutritional services*

People Incorporated is dedicated to serving the community by fostering wellness and reducing the stigma of mental illness. Multidisciplinary staff offer a full range of behavioral health services by providing high quality care based on best practices. Staff work collaboratively with each person or family to address mental health issues, optimize health and wellness, and develop strategies to move toward independence and recovery.

### TREATMENT & RECOVERY

*Residential treatment, K-12-day treatment, outpatient clinical services*

The service continuum is designed to surround clients with easy access to whatever specific support they may need, based on the dynamic nature of their mental illness as they experience it. People Incorporated creates a community of individuals who support each other in learning how to better manage their mental health and reduce the harmful effects from any substance abuse.

### INTERVENTION & ENGAGEMENT

*Crisis domestic abuse, anger management and parent support*

Crisis residences provide safe, supportive environments for crisis stabilization. People Incorporated's goal is to strengthen and empower individuals and families by helping them build the skills necessary to success in daily life, develop self-sufficiency and prevent the risk of abuse, neglect, and trauma.

### OUTREACH & ACCESS

*Homeless outreach, community support programming, community training and education, central access.*

People Incorporated provides general access and case management services designed to help clients obtain appropriate support including mental health, physical health, social education, and recreational services. Staff also assist long-term unsheltered homeless adults who experience mental illness. A host of other services are also available to veterans and other special populations.

### SUPPORTIVE SERVICES & HOUSING

*Epilepsy & mental health support, deaf mental health support, children's mental health, adult foster care, transitional support, case management*

The Supportive Services and Housing Program serves the deaf, heard of hearing and deaf-blind communities. Services for adult foster care and children mental health targeted case management are also offered. The goal of the services is to help people live safely and productively in the community, and to help them develop self-awareness around management of their illness while making positive plans for the future.



## The COO Role

People Incorporated is seeking an ambitious, driven leader to serve as its Chief Operating Officer. Under the general direction of the CEO, the COO will serve as a catalyst for the organization's continued growth, operational excellence and programmatic expansion.

Reporting to the Chief Executive Officer (CEO) the Chief Operating Officer (COO) is responsible for leading and managing the comprehensive array of services and programs of People Incorporated. The COO will lead the strategic business units delivering services, administering best practices and driving operational excellence. The COO will provide strategic direction and review of the services being offered and develop new innovative programs as needs emerge. This position is responsible for all activities pertaining to licensure, human rights, personnel, finance, contracts, compliance, clinical philosophy and payer relationships. The COO will inform and advise the CEO and Board of Directors on operations.

The COO will partner with his/her peers, the Chief Financial Officer (CFO), Vice President of Human Resources, Medical Director and General Counsel to ensure effective program planning, organizing, operations and staff development. They are responsible for developing, implementing and managing the annual budget in conjunction with the CFO and CEO. The COO is responsible for ensuring that People Incorporated's services are in compliance with all federal, state, payer regulations, certifications, and licensing requirements. Finally, the COO will assist the CEO in planning, organizing, and implementing stakeholder initiatives as identified.

### Reporting Relationships

This position reports to the CEO, and has three direct reports and a total team of nearly 600 people; Direct reports include 3 SBU Vice Presidents of Operations – each overseeing a Strategic Business Unit

### Accountabilities

The COO will lead the 3 strategic business units in delivering quality services, administering best practices and driving operational excellence. In addition, the COO will provide strategic direction and review of the services being offered and will develop innovative programs as needs emerge. This position collaborates with a small executive leadership team to ensure effective program planning, organizing, operations and staff development. Responsibilities include:

### Strategic Planning and Leadership

- Provide effective and inspiring leadership of People Incorporated's services by being actively involved
- Lead a team of high performing Vice Presidents to the next level through engagement and leadership development strategies
- Partner with the CEO to represent People Incorporated with external constituency groups, including community, public, and private organizations
- Provide programmatic leadership and input for all strategic planning initiatives
- Effectively administer our commitment to integrated services throughout operations
- Assist the CEO in planning, organizing, and implementing advancement initiatives

## Resource Stewardship

- Ensure all programs and services operate consistently and ethically within the mission and values of People Incorporated, and in line with strategic direction of the organization
- Ensure that People Incorporated's services are in compliance with all federal, state, payer regulations, certifications, and licensing requirements
- Manage relevant quality measurements of client engagement, efficacy and reporting
- Promote regular and ongoing opportunities for all staff to give feedback on program operations
- Lead and implement a continuous quality improvement process throughout service areas
- Manage operational process improvement projects

## Fiscal

- Develop, implement and manage the annual budget in conjunction with the CFO and CEO
- Prepare and submit an annual operational budget to the CEO and CFO for review and approval as well as managing effectively within this budget
- Report accurately on performance goals and corrective action plans
- Ensure the continued financial viability of People Incorporated's program/service units through sound fiscal management

## The Ideal Candidate

### Required Education and Experience:

- A minimum of ten years of professional experience overall, with a minimum of five years of senior-leadership experience supervising staff in excess of 500 total, and an operating budget of more than 40 million, in an operating environment with multiple human service program sites
- Bachelor's degree in business, behavioral sciences or related field
- Passionate about People Incorporated's mission and able to promote and communicate the philosophy, mission and values to external and internal stakeholders
- Ability to travel to provide on-site leadership for operating units and programs
- Provide tangible examples of report and program measurement and evaluation
- Demonstrates integrity, strives for excellence in work, and has experience leading others to new levels of effectiveness and programmatic impact

### Preferred Education and Experience:

- Master's degree in Business Administration, Hospital Administration, Healthcare Leadership, Behavioral Services or a related field
- Prior work experience in the not-for-profit sector
- Experience working with individuals who have complex mental and physical health issues and mental health issues

All qualified applicants will receive consideration for employment and will not be discriminated against on the basis of disability, veteran or other status unrelated to job requirements.

**For more information or to send your credentials, please email [info@cohentaylor.com](mailto:info@cohentaylor.com)**

**All inquiries will remain confidential.**

