



## Position Profile

# Executive Director

## Mental Health, Addiction & Recovery Services Board of Lorain County Lorain, Ohio

---

### ***The Organization:***

The Mental Health, Addiction and Recovery Services Board of Lorain County (“MHARS Board”) brings together the expertise, resources, and proud histories of the Alcohol and Drug Addiction Services Board of Lorain County (“ADAS”) founded in 1989 and the Lorain County Board of Mental Health (“LCBMH”) founded in 1967. The MHARS Board was established in July 2019. The MHARS Board serves as the local authority for community mental health and substance use disorder services. The Board is the county agency responsible for the planning, evaluation and funding of needed programs and facilities for addiction and mental health services. The Board assesses community mental health and addiction needs including setting priorities and developing plans for the operation of community substance use disorder and mental health services and programs in Lorain County.

The mission of the Board is to improve the well-being of the Lorain County community by establishing and maintaining an effective, efficient and quality system of addiction and mental health services in the County. Its vision is that Lorain County residents will have access to the most progressive mental health and substance use disorder treatment, prevention and recovery support services available.

The MHARS Board’s system of care includes 24 providers who serve over 20,000 Lorain County adults, youth and children with direct treatment for mental health and substance use disorder issues. The MHARS Board has an allocation budget of \$21MM along with a staff of 17 FTEs. The agency is funded by local tax levy dollars and federal and state funds managed by the Board. An 18-member volunteer Board of Directors governs the organization; they are appointed by the Ohio Department of Mental Health & Addiction Services and the Lorain County Commissioners. More information about the MHARS Board can be found on the organization’s website: [www.mharslc.org](http://www.mharslc.org)

Since the July 2019 alignment of the ADAS and LCBMH in Lorain County, the organization has been managed by an Interim Executive Director. The Board is now launching a formal search for the Executive Director position.

### ***The Position:***

#### ***Location:***

The position is based at MHARS Board Administrative Office 1173 North Ridge Road East, Suite 101, Lorain, Ohio 44055 (phone 440.233.2020).

#### ***Reporting Relationships:***

The Executive Director reports to an 18-member Board of Directors whose members are appointed by ODMHAS and the Lorain County Commissioners. This executive supervises Business Operations Director, Communications & Community Relations Director, Community Services Director, First Response Project Manager, Human Resources & Special Projects Director, Intersystem Program Director and Opioid Response Outreach Coordinator; total staff of 17 FTEs.

Other important relationships include: representatives of all agencies that contract with MHARS Board; government agencies in Lorain County; community leaders from business, healthcare and other nonprofit organizations; clients and their families; members of the media; the public at large.

## Position Profile Executive Director

---

### ***Position Charter:***

Under the established policies, guidance and counsel of the MHARS Board, the Executive Director is responsible for all activity as set forth in the Ohio Revised Code Section 340.04 along with Board action. This individual has overall administrative, financial and operational leadership responsibility for the organization.

### ***Major Duties and Responsibilities:***

- Serve as the Chief Executive and at the will of the Board of Directors. Responsible to the Board in providing leadership to realize the MHARS Board's mission, vision and strategic direction as set by the Board.
- Assure that all local, state, and federal laws and rules pertaining to MHARS Board operations and functions are strictly adhered to.
- Assure through planning and evaluation that mental health, substance use disorder and dual diagnosis rehabilitation services, delivered by contract providers, are accessible, of high quality, cost effective and accountable.
- Assure that there are adequate resources available to meet reasonable levels of service demand by promoting the acquisition of public and private funds through advocacy for local levy, state, federal and other resources.
- Assure that Board resources meet the highest accountability standards and are managed within budget guidelines established by the Board of Directors.
- Provide timely, accurate, and appropriate information to the Board of Directors that enables the Board to meet its statutory obligations and mission, vision, and strategic directions.
- Employ, train, supervise, evaluate, and discipline, including termination, such employees and consultants as may be necessary to carry out the work of the Board. Fix compensation within the limits set by the salary schedule and the budget.
- Promote cultural competence in the provision and administration of services funded by the Board and within the MHARS Board itself.
- Develop and maintain key relationships with governmental, business, community, legislative, and other behavioral health and human services leaders to further the mission, vision and strategic direction of the Board.
- Ensure that open and productive lines of communication are developed and maintained with consumers and families and with other behavioral health and human services care providing systems, county and state departments, community, and other Board Executive Directors.
- Develop operational policies and procedures consistent with the intent of Board decisions. Implement and administer policies and procedures that achieve accountability indicators.
- Maintain ultimate responsibility for procuring, proper disposition, and accountability for all funds managed by the Board. Manage the operations of the Board office within the Board approved budget. Authorize County Auditor to issue warrants for payment of Board approved obligations as authorized by Board of Directors.
- Recommend to the Board of Directors changes in policies and procedures that are needed to assure that the Board's mission, vision and strategic direction are realized.
- Develop and negotiate, subject to Board approval, purchase arrangements with service and facility providers and vendors in conformity with Chapter 340 of the Ohio Revised Code.
- Engage and advocate for children, youth and adult consumers.
- Prepare an annual report required by Chapter 340 of the Ohio Revised Code for Board approval.
- Perform all duties required by the Ohio Revised Code and such other duties as may be directed by the Board of Directors.

## Position Profile Executive Director

---

### ***Compensation:***

The Executive Director is expected to earn an attractive compensation package; appropriate benefits and some relocation assistance will be provided.

### ***The Candidate:***

#### ***Education:***

A Bachelor's degree is required; an advanced degree in Business Administration, Counseling, Law, Clinical Psychology Health Care Administration, Public Administration, Social Service, Social Work, or related field is required. Exceptions to the education requirement may be made based on professional experience.

#### ***Professional Qualifications:***

Preferred candidates should have vision and an ability to function as a strategic leader. This person's experience may include having served as the top executive of a publicly funded, comparably sized mental health or substance use disorder organization or a merged board or nonprofit. This person could also be serving as the "number two" executive in a larger organization. Alternative experience may include an executive position in a health care specific or social service nonprofit organization or related state, county, or municipal agency with an emphasis on community health issues.

#### ***Preferred Knowledge, Skills, Abilities and Attributes:***

- **Administration:** strong background in administrative leadership of a complex organization possessing at least 5+ years of upper management experience.
- **Community-based background:** experience with community-oriented mental health, AOD and dual diagnosis programs and services.
- **Fiscal management:** experience in developing, managing, and dealing with operating and allocation budgets.
- **Executive management:** has managed and motivated strong staff members; team-oriented management style.
- **Planning:** has worked with staff and Board to develop and implement successful strategic and tactical plans.
- **Board relationships:** significant involvement with governance issues and Board of Directors interactions; Board development and training experience.
- **Government regulation:** familiar with organizations governed by the Ohio Revised Code or related legal requirements if from outside Ohio.
- **Levy funding:** experience with successful local or county levy campaigns.
- **Diversity:** experience working with diverse groups; multi-culturally competent to diverse needs of individuals receiving mental health, substance use disorder and/or dual diagnosis services.
- **Behavioral health or human service management experience:** a high degree of behavioral healthcare administration knowledge with special understanding of the problems and techniques of urban and multi-cultural healthcare delivery; brings a mental health and substance use disorder recovery orientation.
- **External relationships:** developed effective relationships with other community "players" including elected officials, nonprofit organizations, educators, churches, government, and other provider organizations.
- **Community relationships:** active in other community-based organizations to advocate for adults, youth and children with mental illness and substance use disorders and their family members.
- **Resource maximization** (ability to recognize/seek out grants and other sources of funding to support operations).
- **Media relations:** experienced as an organizational spokesperson; has interacted with members of print and broadcast media.
- **Political acumen:** demonstrated ability to strategically navigate among community, statewide and federal leaders.
- **Technology:** understands technology and uses it in assembling and assessing data.

## Position Profile Executive Director

---

### Desired personal traits:

- **Leadership:** possesses breadth, presence, vision; has ability to manage, motivate and inspire others.
- **Communication:** can effectively communicate both up and down the organization and to external audiences; excellent verbal and written communication skills and presentation skills; active listener.
- **Collaborative:** demonstrates a willingness and ability to work with and through others.
- **Integrity:** personally possesses the highest ethical and moral standards.
- **Interpersonal skills:** personable; can relate to people of diverse social, economic, and cultural backgrounds.
- **Diplomat:** tactful, gracious, smooth style.
- **Team player:** management style which supports and encourages the efforts of staff.
- **Straightforward:** ability to provide direct feedback and information; transparent; candid.
- **Organizational skills:** results oriented; meets established goals and objectives.
- **Change agent:** anticipates, facilitates and manages change.
- **Executive presence:** professional demeanor and style.
- **Self-starter:** displays a passion for “getting the job done”; strong personal work ethic.
- **Visibility:** highly visible to staff and key stakeholders; active in the community.
- **Decision making process:** demonstrates good judgment and firmness in decision-making; carefully assesses facts of a situation and weighs alternatives but is decisive.
- **Multitask/focus:** able to manage and carry out multiple and complex assignments.
- **Credible:** able to build confidence with and command respect from staff, Board members and community representatives.
- **Persuasive:** can synthesize viewpoints and mobilize internal and external support for objectives and plans.
- **Negotiation:** able to effectively negotiate and seek “win-win” solutions to issues and conflicts.
- **Disposition:** demonstrates balance in his/her life; gracious; able to maintain a sense of humor.

### Travel:

Travel requirements include attendance at conferences and other events to acquire and maintain proficiency in fulfilling the duties and responsibility of this position.

### Challenges and Opportunity:

The projected first year accomplishments for the new Executive Director include:

- “Hit the ground running” in this leadership role and keep pace with ongoing matters and the daily demands of the position. This includes developing effective working relationships with all key stakeholders including but not limited to: staff; contract agencies; Lorain County community leaders; local, state and Federal elected officials and their staffs; outside advisors and funders including governmental entities; consumers and their families; other related organizations in the Lorain County community and Northeastern Ohio region and state; members of the media.
- Establish outstanding relationships with the provider community, gaining strong understanding of their individual missions, services and programs and executive and staff leadership.
- In concert with the Board and staff, continue implementation of the strategic plan for the organization to include operational strategy, and ongoing and future sources of funding.
- Evaluate all aspects of the Board’s internal operations to include finances and budgets, programs, events, written materials and publications, facilities, website and forms of communication to community.
- Evaluate current staffing relative to needs of the organization and re-align roles and/or make changes or additions as necessary.

## Position Profile Executive Director

---

The Executive Director at MHARS Board is an outstanding opportunity for an executive committed to the mission of community-based mental health and drug and alcohol addiction services. Challenges facing the new ED include continuing to build relationships among provider agencies, the community and all levels of constituencies, working with the MHARS Board staff to focus on a seamless integration of mental health and AOD services along with preparing for continued funding challenges. Nevertheless, the MHARS Board staff, Board of Directors and provider agencies together with government leadership are excited about the organization's future and its positive impact on the residents of Lorain County and the surrounding area.

### Lorain County and the Northern Ohio Region

The County has a population of approximately 310,000 and is located 25 miles west of Cleveland, Ohio. Lorain County and Northeastern Ohio include residents from diverse ethnic backgrounds and maintain a solid economy with a mix of service, healthcare, and manufacturing businesses. Arts and culture include galleries, community festivals, restaurants, orchestra, art museums and thriving theatre. On the shores of Lake Erie, Lorain County is also home to beautiful parks and a myriad of recreational opportunities. Educational organizations include outstanding public and private school systems, community colleges and a number of public and private institutions of higher learning. Professional and collegiate athletics include major league football, baseball, basketball, indoor football, minor league hockey and collegiate Division I, II and III sports programs.

Other information about the communities and the overall quality of life in Lorain County and Northeastern Ohio can be found on the following websites:

- Lorain County Government: [www.loraincounty.us](http://www.loraincounty.us)
- Lorain County community exchange: [www.loraincounty.com](http://www.loraincounty.com)
- Pulse Magazine: [www.pulselorainmag.com](http://www.pulselorainmag.com)

### Contacts

We fully respect the need for confidentiality of information supplied by interested parties; **however, prospective candidates should be aware that any applications or resumes submitted for this opportunity are subject to the Ohio Public Records Act and may be disclosed.** Therefore, we recommend that interested candidates should first telephone either consultant at WAVERLY PARTNERS, the executive search firm retained by the MHARS Board on this search. The client organization we represent and WAVERLY PARTNERS firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, religion, sex, age, national origin or disability.

[MHARSLC@Waverly-Partners.com](mailto:MHARSLC@Waverly-Partners.com)

Heidi Geiger Milosovic  
Managing Director & Principal  
WAVERLY PARTNERS  
Cleveland, Ohio  
440.355.6629  
[HMilosovic@Waverly-Partners.com](mailto:HMilosovic@Waverly-Partners.com)

Eric N. Peterson  
Managing Director & Principal  
WAVERLY PARTNERS  
400 Powell Drive, Cleveland, OH 44140  
440.892.5961  
[EPeterson@Waverly-Partners.com](mailto:EPeterson@Waverly-Partners.com)

WAVERLY PARTNERS  
Executive Search Consultants

January 2021