



POSITION PROFILE

<u>Organization:</u>	Project Access Northwest (PANW) (www.projectaccessnw.org)
<u>Position Title:</u>	Executive Director
<u>Contact:</u>	LuAnn Carlson, Senior Partner Corporate Strategies & Development, LLC Phone (425) 828-0128 Email: lcarlson@csdseattle.com MaryEllen Walton, Director, Administration & Communication Email: mewaltoncsdseattle@gmail.com
<u>Location:</u>	Seattle, WA
<u>Reports To:</u>	PANW Board of Directors
<u>Direct Reports:</u>	Lesa Welcker, Admin Assistant Melissa Johnson, Development Director Symone Edwards, Health Homes Director Scott Shurtleff, Operations Director Nathan Rex, IT Support Technician
<u>Organization Description/Mission:</u>	<p>Project Access is an 11 year old nonprofit. We pride ourselves on having served more than 40,000 patients in our 11 year history. Our programs are designed, created and implemented to remove barriers to health care for the low-income population while also ensuring that the processes and systems work for the hospitals and providers with whom we partner.</p> <p>We pride ourselves on the diversity of our staff, our steadfast goals of improving healthcare access and our rich organizational culture. Currently, we run five important programs:</p> <p>Care Coordination – Connecting patients with specialty care</p> <p>Known as our legacy program, care coordination ensures that low income people have access to necessary and appropriate specialty care. A qualifying patient who gets care at any of the Community Health Centers or free clinics in King, Kitsap and Snohomish County can be referred to us when their primary care provider feels they need care beyond what is possible in the primary care setting. We then connect these patients to one of our more than 1640 volunteer providers in more than 40</p>

specialties including cardiology, neurology and oncology to name a few. Their care is free of charge if they are uninsured and if they have Medicaid the provider bills Medicaid directly. We also partner with every hospital and hospital system in our region and they donate hospital based services. Lastly, we partner with radiologists and other ancillary providers so all of their services are also donated.

Premium Assistance – Supporting low income individuals by paying their insurance premiums

Many of the large hospitals and hospital systems in this region provide funds to Project Access Northwest so that we can pay the premiums for low-income individuals who are required to purchase insurance on the Exchange, but cannot afford the payments. The hospital funder refers a client to us and if they qualify (250% of Federal Poverty Level and below, in the U.S. legally, file taxes) we enroll them into a qualifying silver level plan. We then pay their premiums for the remainder of the policy year. This improves the health of the client, allows for conditions to be handled when they first present rather than after they have become emergent and it reduces the burden of charity care on hospital systems.

Primary Link – Connecting inappropriate users of the Emergency Department to primary care homes

This program is currently on hiatus while we analyze the data. Initial findings look very promising. This program was a pilot project with 5 of the 7 Swedish Hospital Emergency Departments. We would receive a daily download of people who had used the Emergency Departments for reasons that would have been more appropriately handled in a non-emergent setting. Our Care Coordinators would reach out to these patients and appoint them into a primary care setting as well as help them establish a primary care home. In addition, resource referrals were made to these patients needing additional assistance, including but not limited to, housing, food stability and social services.

Inpatient Discharge Program – placing inpatient discharge patients in follow-up appointments within 14 days of discharge

This partnership with Providence Regional Medical Center in Everett started June 1st 2016. We reach out to low income patients who have been inpatients, but are ready for discharge. We place those patients in follow-up appointments within 14 days at the Community Health Centers or with their regular provider if they have one. The purpose of this program is to reduce the rate of follow-up appointments that are taking place in the Emergency Department (a much more expensive alternative) rather than in a primary care setting. This is better for the patient, the health system and the community. The

second goal of this program is to reduce the readmission rate for the same issue. There is excellent research that shows if follow-up care is provided within two weeks, patients return to the hospital for the same problem less often.

Health Homes – Empowering clients to set and achieve their health care goals

Health Homes is our exciting new program going live on April 1st. This program connects a care coordinator with a patient who is a high utilizer of the health care system. Through face to face visits and supportive follow up phone and personal interactions, the client sets and achieves goals based on their needs and their personal goals. The care coordinator helps the client overcome barriers, achieve milestones and they empower the client to take control of their health. This program is a partnership with Coordinated Care and we have signed LOIs with two other Managed Care Organizations for possible expansion once we are up and running.

Position Purpose & Responsibilities:

Under the general direction of the Board of Directors, the ED oversees and directs all aspects of PANW, ensuring that the delivery of services is consistent with the organization’s values. S/he leads and directs the administration of operational programs ensuring PANW achieves the financial, quality and operational goals established by the Board of Directors and consistent with contractual funding requirements. Specific responsibilities include the following:

A. Board Relations

1. Partner with the Board of Directors to ensure effectiveness in meeting the mission and purpose of PANW.
2. Develop and recommend to the Board strategies and policy positions where PANW can improve the capacity for access to specialty care services to underserved members of counties currently served- King, Kitsap, and Snohomish.
3. Provide comprehensive and accurate information to the Board to be used in decision-making and policy matters.
4. Assist with the identification of potential Board Members, as needed.
5. Attend all Board and Committee meetings as required.

B. Strategic Planning and Development

1. Participate with the Board and executive staff in the development of long-term and strategic plans, objectives, and policies for the organization.
2. Assume primary responsibility for assuring that specific programmatic planning and development activities are integrated into the broader strategic plan
3. Develop and maintain cooperative relationships with other organizations, including maintaining connections with public policy-makers at federal, state and local government levels.
4. Establish and maintain liaisons and working relationships with existing and potential new funding sources. Employ creative, collaborative approach to secure funding for operations and programs.
5. Complete annual operating plans to facilitate the achievement of goals established in PANW's short and long term strategic plans.
6. Negotiate and oversee development and management of grants, contracts and leases.

C. Public Relations and External Communications

1. Serve as the primary spokesperson for the organization on behalf of clients served by PANW.
2. Oversee all legislative strategy, communication and marketing plan for the organization.
3. Encourage the continued integration of PANW with the broader social services community by implementing and maintaining an effective communication strategy.
4. Generate community involvement through auxiliary, volunteer, and staff programs.
5. Speak before community and business groups about healthcare issues and specifically access to healthcare needs as they relate to the clients served by PANW.

D. Administrative, Financial, and Risk Management

1. Oversee the administration of the organization to ensure that goals and financial objectives are met and that staff work plans are consistent with those goals and objectives.
2. Oversee the annual budgeting process and provide regular and timely financial reporting. Maintain adequate financial reserves for PANW in coordination with Board and strategic planning targets.
3. Monitor and manage overall agency operations including the establishment of and ongoing review of written operational policies.
4. Regularly identify, manage, review and report potential organizational risks to the Board, focusing on the establishment of plans and contingencies to minimize risk. e.g. health and safety of workers, catastrophic loss from fire or civil disaster, corporate compliance, fraud
5. Coordinate the annual audit process.
6. Establish formal responsibilities and accountabilities of all members of the leadership team and provide feedback and development, as needed.
7. On a periodic basis, evaluate the effectiveness and efficiency of the administrative structure; recommend changes as appropriate.

E. Personnel Management

1. Build, lead and sustain a highly effective leadership team.
2. Evaluate and update leadership staff job descriptions and work standards.
3. Recruit, interview and select candidates for positions supervised and integrate succession planning for PANW, as appropriate.
4. Lead and attend management meetings to direct and plan for achievement of goals.

F. Other duties as appropriate.

Search Criteria:

Required:

- 7+ years experience in progressive executive leadership positions in social services organizations of similar size or larger
- Bachelors degree in business or related field
- Experience with and/or understanding of the issues facing the healthcare arena and the capacity to adapt to the ever-changing landscape locally and nationally
- Demonstrated experience and passion for working with culturally, socio-economically, and ethnically diverse populations; this includes clients, staff, and volunteers
- Proven capacity as a strong financial/fiscal manager committed to achieving financial goals which contribute to a healthy organization
- Demonstrated achievements in the development of creative and collaborative partnerships with funders and other community partners
- Highly skilled communicator who will effectively engage with diverse audiences, including the Board, Staff, Volunteers, Community and Political leaders
- An effective team builder, who will invest in and develop a strong leadership team
- Visionary leader capable of developing organizational goals and collaborating with community partners to deliver services across a broad geographical reach
- Ability to present proposals to diverse groups, gain consensus, and lead partners to new, desired outcomes
- Prior experience writing and managing contracts and grants, including the monitoring and reporting requirements to grantors
- Demonstrated understanding of and commitment to technology and its utilization in many forms for the greatest outcome to PANW clients

Preferred:

- MA/MS, Health Administration, Non-Profit Management, Business Administration or related area
- Understanding of, and familiarity with, public policy and public policy makers related to the delivery of services PANW offers

Initial Expectations:

- Develop strong rapport with PANW Board of Directors and PANW's team members and volunteers, primary funding partners, and long-time donors
- Embrace the PANW Mission, continue to lead the effort of access to specialty healthcare for the uninsured and under-insured people across the counties PANW serves.
- Leverage existing and develop additional broad-based, collaborative relationships with community partners toward the goal of ensuring strong, continued access to the safety net in the region
- Along with the PANW Board of Directors, review and prioritize the Strategic Plan

Personal Traits and Attributes:

- A well-nuanced individual, who will respect and appreciate the long-term legacy of PANW and its founder while successfully leading the organization into its next chapter
- Clearly articulated and internalized passion for the work PANW does and the people it serves
- A person who exhibits a genuine balance between self-confidence and humility in their interactions with others
- A creative leader who both inspires others with their vision AND has the skill set to successfully oversee the execution of that vision and direction
- Superior integrity and proven track record of high ethical behavior; one who engenders trust and collaboration in their dealings with others
- Effective communication skills and the awareness that they will serve as PANW'S primary external face in public speaking environments
- Demonstration of initiative, creativity and follow-through

Compensation Package:

A competitive salary and benefit package commensurate with similar positions in other social services settings.