



**EFL Associates**

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## CHIEF ADMINISTRATIVE OFFICER

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### POSITION SPECIFICATIONS

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#### CLIENT

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Our client, **Diversus Health** (formerly **AspenPointe**) is a community mental health center focused on providing mental health services across El Paso, Park, and Teller Counties in the Pikes Peak region. **Diversus Health** provides four core service areas that are designed to work either independently or in conjunction with each other to help individuals and families lead, a fuller, healthier life. These four core service areas are:

- **Addiction Services** – Specialized outpatient substance use treatment for adolescents and adults.
- **Counseling Services** – Patient-focused, goal-driven treatments for timely results and long-term recovery.
- **Psychiatric Services** – Cohesive, collaborative care in a supportive environment when medications are needed.
- **Crisis Services** – Open 24/7 for drop-in or telephone crisis hotline.

**Diversus Health** has been providing services for over 145 years and soundly believes in the notion that quality mental and behavioral healthcare services are a key part of a thriving community. As an organization, **Diversus Health** has developed strategic priorities around five areas – guided by the philosophy that supporting our clients and employees through quality care, unique experiences, and sound business practices will enable the organization to continue to operate as a strong community partner.

**Diversus Health** mission:

*Provide exceptional behavioral health care to our community one patient at a time.*

As one of the largest nonprofits in Colorado Springs, **Diversus Health** traces its roots back over 145 years, when the organization was rooted in human service and known as the Springs Relief Society and delivered coal, lumber and clothing to people in need and served as the genesis of what today is one of the largest behavior and mental health service providers in the Pikes Peak region.

**Diversus Health** collaborates with clergy, educators, employers and other and human service organizations and the legal/criminal justice system in the region to leverage collective resources to better the community and lives of its residents.

In 2020, **Diversus Health** provided services to 17,400 clients and operated 15 locations in El Paso, Park and Teller counties. **Diversus Health** employs a workforce of approximately 430 and operates a \$60+ million budget with revenues generated through Medicaid net client and third-party revenue, Federal and State revenue, local government contracts, and community philanthropic support.

For more information about **Diversus Health** please refer to [www.diversushealth.org](http://www.diversushealth.org)

## ABOUT COLORADO SPRINGS

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This position is located at **Diversus Health's** headquarters in scenic Colorado Springs, Colorado.

Situated at the base of one of America's most famous mountains, Pikes Peak, Colorado Springs is Colorado's second largest city (population of roughly 450,000). The City is nestled on the eastern edge of the southern



Rockies and is home to a diverse array of organizations including the United States Olympic Committee and training center, numerous military installations, including the Air Force Academy, and the world-famous Broadmoor Hotel. The City offers a wide variety of cultural attractions, fine dining, great schools and abundant recreational opportunities throughout the year. The City enjoys a semi-arid four-season climate with moderate winter snowfall and abundant sunshine. Colorado Springs was recently ranked second in this year's list of "Best Places to Live" by U.S. News & World Report magazine.

For more information about the Greater Colorado Springs area, please refer to:

Colorado Springs EDC & Chamber  
Visit Colorado Springs website  
Colorado Springs Event Guide  
Colorado Springs Gazette

[www.choosecoloradosprings.com](http://www.choosecoloradosprings.com)  
[www.visitcos.com](http://www.visitcos.com)  
[www.coloradosprings.com](http://www.coloradosprings.com)  
[www.gazette.com](http://www.gazette.com)

## THE PERSON

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**Diversus Health** seeks a highly collaborative, creative and strategic leader to serve in this newly created role of **Chief Administrative Officer (CAO)**. The successful candidate will serve as a key partner and provide expert counsel on all human capital oversight of all administrative operations and lead all internal and external strategy driven initiatives. Reporting to the CEO, the **CAO** leads the development of the operational plan/framework for the organization, and the detailed current year operating plan, while

adhering to direction set by the CEO and Board of Directors. This includes formalizing and leading the strategic planning process, focusing on long-term healthcare trends and outlook, and competitive intelligence in the healthcare marketplace. The **CAO** role is a key member of the senior management team and effectively advises the CEO in the development and execution of short- and long-term strategies. The **CAO** will communicate and implement strategy internally and externally in partnership with all so that employees and stakeholders understand the strategic plan and how it carries out the organization's overall goals. The **CAO** will oversee all operations, information technology, performance improvement, business development, facilities management and safety.

The **CAO** will direct a staff of approximately 85 through 6 direct reports: the Vice President, Operations; the Vice President, Performance Improvement; the Vice President, Information Technology; the Director of Facilities; Director of Safety and Security; and, the Director of Managed Service Organization. Total operating budget overseen by the **CAO** is in excess of \$23 million representing approximately 38% of **Diversus Health's** annual budget.

**Essential Functions include:**

- Establish goals and objectives for improving health outcomes that incorporate an understanding of the social determinants of health and of the socioeconomic environment in which the organization functions
- Balance the interrelationships among access, quality, safety, cost, resource allocation, accountability, care setting, community needs and professional roles
- Use vital statistics and core health indicators to guide decision making and analyze health trends of the population to guide the provision of health services
- Develop and implement quality assurance, satisfaction, and patient safety programs according to national initiatives on quality and patient safety
- Develop and track indicators to measure quality outcomes, satisfaction and patient safety, and plan continuous improvement strategies
- Effectively use risk management principles and programs, such as risk assessment and analysis and risk mitigation in order to mitigate risks
- Lead the development of key planning documents, including strategic plans, business service plans and business cases for new services
- Plan for business continuity in the face of potential disasters that could disrupt service delivery
- Develop and monitor operating-unit strategic objectives that are aligned with the mission and strategic objectives
- Responsible for establishing standards and implementing procedures to ensure compliance
- Have responsibility and accountability for implementing the strategic plan, operations plan and budget along with other organization Officers
- Ensures that appropriate metrics are in place to measure performance and progress towards strategic goals.
- Expand market penetration for services and create new business development opportunities
- Ensure Regional Accountable Entity agreements are negotiated to meet sustainability

- Work with CEO to expand partnerships with corporations, foundations, governmental agencies, and other organizations in order to diversify and leverage resources and fundraising
- Assesses market development strategy and industry trends as appropriate, leading to the generation of innovative ideas to improve current business plan and achieve desired results.
- Demonstrates exceptional financial management and analytical skills while leading the annual business planning process and preparing forecasts and market analysis.
- Demonstrates excellent formal presentation and interpersonal communication skills that result in understanding of, and commitment to, strategic initiatives.
- Leads senior executive team in advancing the facility's short- and long-term strategic plans.
- Identifies, evaluates, and gains consensus for development of new or expansion of current services and programs based on lack of current supply, quality, growth and/or service in the market.
- Works in collaboration with department leaders to develop strategic service lines ensuring providers engagement to achieve desired results in quality, service, operations and financial metrics.
- Understands all operational components necessary to implement a new or expand a current service line, including but not limited to capital, equipment, people, education, quality metrics and costs.
- Monitors, understands and assesses service line performance by key performance indicators (volume, quality outcomes, market shares, etc.).
- Gathers competitive intelligence from the community on service line opportunities.
- Leads discussions with community-based facilities, local payers, providers and employers to gain information related to collaboration and support for strategic initiatives and service line development/enhancement to meet the needs of the community served.
- Lead employees to encourage maximum performance, dedication, creativity, and innovation.
- Drives performance improvement and project management through focus on service excellence, waste reduction, operations, regulatory, risk and control enhancements.
- Possesses current understanding of and ensures compliance with all laws, government regulations, related statutes, and enforces adherence with standards of oversight entities.
- Promotes performance excellence with Joint Commission, OBH, and others to ensure attainment of quality metrics at the highest level possible through a systematic process of external evaluation and reviews,
- Represents the company; works to preserve **Diversus Health's** reputation among multiple stakeholders.
- Develops key external contacts that ensure success in achieving the goals of **Diversus Health**.

## **EDUCATION AND EXPERIENCE**

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- Master's degree in health care or business administration or a related field is

required.

- Significant (ideally 8 or more years) related operations experience required; health care operations experience preferred.
- Five years of experience in management, leadership and direct supervision required.
- Experience developing complex business plans and using data to drive strategy is a must.
- Knowledge of healthcare organization and administration and of standards and laws applicable to managing strategy and planning issues with facility operations.
- Knowledge of health care, information technology, strategic and financial planning.
- Proven financial management skills, capable of reaching closure and timely accomplishment of objectives with a focus on P & L.
- Knowledge of principles of interactive planning, participatory management and influence management.
- Skilled at executing strategy and problem solving; asks the right questions, follows up and determines the facts, setting priorities based on business opportunity. Skilled at spotting trends and developments. Able to direct the development of business plans and pro-formas.

## **PERSONAL CHARACTERISTICS**

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- Excellent interpersonal, collaboration and customer service skills
- Ability to work independently as well as cooperatively and constructively as part of an interdisciplinary team
- Ability to build rapport and work closely and cooperatively with internal staff and external customers and community members. Excellent verbal and written communication skills as well as effective presentation skills.
- Embodies a commitment to:
  - a. Passion: a commitment to being present in the moment to create excitement and allow individuals to utilize their passion in daily functions. Help individuals connect their daily responsibilities with **Diversus Health's** larger mission.
  - b. Humility: Level setting with all parties and advocates for all voices within **Diversus Health**.
  - c. Corporate Citizenship: continued commitment to behave ethically and contribute to economic development while improving the quality of life of our workforce and their families, as well as of the local community and society at large.
  - d. Value in diversity: ability to recognize the value in differing perspectives, culture, etc., and leveraging those diverse components to develop experiences aligned with our internal and external communities.
  - e. Innovation: thinking differently than the status quo to explore opportunities that provide a competitive advantage.
  - f. FUN: Contribute to, and be part of, an environment where individuals feel joy, comfort and connected to the organization's larger initiatives, while simultaneously experiencing a sense of cultural acceptance and belonging.

- g. Integration: cross functional implementation of theory, principles, and best practices from across the behavioral health industry in order to improve execution of strategies and deliver high quality experiences.
  - h. Excellence: unwavering commitment to work that reflects the standard our colleagues and persons expect and deserve.
  - i. Transparency: communication, steward of resources, and the mistakes one makes (Fail/Fail Fast/Fail Fast Forward), while giving credit where it is due.
- Flexible, adaptable and innovative with an ability to envision strategic opportunities in an ambiguous, complex, dynamic and fast-changing environment.
  - Must have an affinity for behavioral health, particularly for culturally diverse and vulnerable populations, with a strong personal value system that encompasses high integrity, honesty, a solid work ethic, a service-oriented mentality and strong moral character.
  - Must be confident and credible, while at the same time open to constructive suggestions (i.e., servant leadership).
  - Exemplary communication skills (written, verbal, listening) with demonstrated presentation abilities.
  - Management style must be dynamic, decisive, firm but fair, and noted for inclusiveness, consensus building, collaboration, facilitation and follow through.

## **COMPENSATION**

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The projected compensation range for the successful candidate will be competitive and in accordance with the background and experience of the selected individual. The envisioned base compensation range is \$165,000 to \$195,000. Compensation is supplemented by a performance incentive and a benefits package that includes a 401(k) program with company match, participation in a 457(b) deferred compensation plan, medical, dental, life, long term disability insurance, a monthly vehicle and internet stipend, tuition reimbursement, and a generous PTO policy. Relocation assistance, if needed, will be negotiated on an individual basis.

## **NON-DISCRIMINATION**

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Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status or any other legally protected categories.

## **APPLICATION PROCESS**

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**Diversus Health** is committed to a search process that is objective and transparent, and has retained EFL Associates to manage the process. Interested parties should refrain from contacting **Diversus Health** leadership team members and instead direct all inquiries to EFL Associates.

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