



**east bay community
action program**

**Search for President and Chief Executive Officer
East Bay Community Action Program
East Providence, Rhode Island**

THE SEARCH

East Bay Community Action Program (EBCAP), a non-profit organization that provides an array of comprehensive, community-based health and human services to families in need in Rhode Island's East Bay, seeks a strategic, entrepreneurial, and community-oriented leader to be its next President and Chief Executive Officer (CEO). In partnership with the Board of Directors, this leader will continue to assure the relevancy of EBCAP's programming and services and grow the organization's impact and relevance to its diverse constituents. The CEO will also be a strong internal leader, exemplifying the organization's mission and able to develop and manage a progressive and efficient organization while ensuring the professional growth and safety of EBCAP's dedicated staff. They will have the opportunity to build upon EBCAP's successes and directly shape the future landscape of health and human services.

Since its founding and subsequent organizational growth, EBCAP has striven to be recognized as the premier health and human services agency in the East Bay of Rhode Island by focusing on strengthening communities and uplifting individuals. Acting as a bridge to self-reliance for those living at or below the poverty line, EBCAP helps children, youth, families, adults, and elders who might not otherwise get their social, emotional, and health care needs met. Through a multitude of programming, covering Health Services, Community-Based Programs, and Youth and Educational Programs, EBCAP seeks to help communities and individuals become healthy, self-determined, and empowered to enact change. Over the years, EBCAP has learned to adapt and modify its care and treatment services to meet the needs of a changing and diverse population. Its next leader will continue that work.

The next CEO will bring a strong service-centered vision that connects with EBCAP's mission as well as a sharp administrative acumen. EBCAP offers over 20 unique programs and services across 28 locations, has a current operating budget of \$44 million, and employs nearly 500 individuals. This leader will oversee the evaluation and continued growth and evolution of services and programs while creating opportunities for greater integration and collaboration. Working alongside their leadership team, the CEO will continue to

refine organizational structures and processes to ensure that all areas are mission-aligned and equipped for success. They will act as the face of the organization to current and prospective funders and partners, strengthening existing relationships and forging new ones through a compelling organizational story and brand strategy. This new leader must be a champion for a strong, stable, and diverse workforce both within and outside the organization.

EBCAP has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

EAST BAY COMMUNITY ACTION PROGRAM

History

In 2003, two agencies, Self-Help, Inc in East Providence and New Visions for Newport, merged into one organization, forming the East Bay Community Action Program. As a result, the new organization was able to receive federal funding to invest in and grow two health centers, adding a new depth to the services it was able to offer. Throughout the years, EBCAP has partnered with numerous organizations to augment its existing programs. In 2006, with support from Ronald McDonald House Charities and in partnership with CCAP and Thundermist Health Center, EBCAP brought the Molar Express to provide comprehensive dental healthcare with no out-of-pocket cost to youth through the age of 21 in the East Bay.

In 2010, EBCAP opened the Turner Avenue Center, which houses two Head Start classrooms and six new service-enriched apartments. The organization quickly saw a need for quality healthcare in Newport, so it worked to develop and open a state-of-the-art \$3 million Newport Health Center, which quadrupled the amount of space its health center once occupied.

In 2016, in an effort to provide better-integrated health care to their entire community, EBCAP merged with East Bay Center, a community mental health organization. Then from 2018 – 2020, EBCAP established [East Bay Recovery Center](#) locations in Bristol and Warren to provide a safe and supportive place that emphasizes self-direction where an individual can embrace and experience what the peer-recovery movement has to offer.

EBCAP Today

EBCAP operates out of two main administrative offices in Newport and East Providence, Rhode Island, and offers services and programs across multiple sites. The organization has been successful in meeting the challenges of the world today. Much like 2020, COVID-19 relief assistance and services dominated EBCAP's 2021 community outreach efforts. The organization developed a multi-tiered strategy beyond its medical response to help East Bay residents connect to much-needed COVID-19 resources and services and provide education and information about the virus, vaccines, and treatment. Due to the steadfast work of its direct service employees, supported by administrative staff, in 2021, EBCAP served nearly 23,000 individuals and 3,600 households, provided over 84,000 meals, administered 55,055 COVID-19 tests, held 22,544 telehealth visits, and logged 14,847 volunteer hours in its RSVP/Foster Grandparent Program, across all programmatic areas. As individuals and communities continue to struggle to overcome the challenges brought on by the pandemic, EBCAP remains determined to do its utmost to serve and support its patients and clients on their road to self-sufficiency.

Recently, EBCAP was appointed by the Rhode Island Department of Health as the backbone agency for the three Health Equity Zones: East Providence, Bristol, and Warren. In 2021 EBCAP's Behavioral Health program was designated as a Certified Community Behavioral Health Clinic, and the organization opened the Genoa Pharmacy in its Newport Health Center to further streamline client service. They have also received the Joint Commission Gold Seal of Approval for Behavioral Health Services Accreditation and became a member of the Integrated Healthcare Partners for Rhode Island Executive Office of Health and Human Services' Accountable Entity program.

You can read more about EBCAP's recent successes in its [2021 Highlights Report](#).

PROGRAMS AND SERVICES

For communities in the East Bay, especially since the outbreak of the global pandemic, EBCAP has been a critical lifeline to necessary services that give people tangible hope, security, and comfort. EBCAP is proud to offer over 20 unique and integrated programs and services scattered across seven locations and an additional eight Head Start locations. Programming falls into three major categories: Health Services, Community-Based Programs, and Children & Youth Services. Please follow the hyperlinks below for more information on each service area and program.

[Health Services](#) – EBCAP provides integrated medical services at five locations in Rhode Island. These services cover comprehensive primary, dental, and behavioral health care, including check-ups, immunizations, sick care, obstetric care, teeth cleaning and maintenance, restorative care, tooth extractions, counseling for children and adults, substance misuse and opioid treatment, and psychiatric services, including medication and prescription monitoring. EBCAP also offers peer-to-peer [recovery support and services](#), including health and wellness activities, employment assistance programs, community outreach, and recovery-oriented social events.

- [Behavioral Health](#)
- [Dental](#)
- Medical ([Newport](#), [Riverside](#))
- [Recovery Services](#)

[Community-Based Programs](#) – EBCAP has created a strong web of life-changing service offerings with programs designed to address issues as wide-ranging as food insecurity, senior living, education and social services, health equity, and more. The community-based programming is distinct from that of other providers because the services and programs go beyond the four walls of the centers to reach the communities that have the greatest need for assistance. EBCAP also offers 24/7 support through its call center, and staff members can travel to help make access to a healthier life easier for everyone.

- [Appliance Maintenance Program](#)
- [Career Closet](#)
- [East Bay Coalition for the Homeless](#)
- [Education and Career Pathways](#)
- [Food Pantries](#)
- [Foster Grandparents Program](#)
- Health Equity Zones ([Bristol](#), [East Providence](#), [Warren](#))
- [Low Income Heating and Energy Assistance Program](#)
- [Ocean State Senior Dining Program](#)
- [Retired and Senior Volunteer Program \(RSVP\)](#)
- [RentReliefRI](#)
- [Senior Health Insurance Program](#)
- [Senior Services](#)

- [Social Services and Family Centers](#)
- [Victims of Crime Assistance Program](#)
- [Women, Infants, and Children Supplemental Nutrition Program](#)

Children & Youth Services – EBCAP’s children and youth services seek to provide support to children from birth through age 25 and their caretakers. These programs improve the health, social, and educational outcomes by strengthening the caregiver-child relationship, implementing evidence-based curriculum learning, and honing skill development. Working directly with youth, as well as with the adults that care for them, EBCAP teaches the importance of a child’s healthy development so they can grow, thrive, and continue to strengthen their community.

- [Baby Steps](#)
- [Head Start/Early Start/Pre-K Childhood Education](#)
- [Healthy Families America](#)
- [Kids Connect](#)
- [Middletown Child Opportunity Zone](#)
- [Newport Family and Child Opportunity Zone](#)
- [Parents as Teachers](#)
- [Youth Center](#)

ADMINISTRATION, GOVERNANCE, AND FINANCE

East Bay Community Action Program is a private, non-profit 501 (c)(3) organization headquartered in East Providence, Rhode Island, with 28 locations throughout the state, which include the municipalities of East Providence, Barrington, Warren, Bristol, Little Compton, Tiverton, Portsmouth, Middletown, Newport, and Jamestown. EBCAP is licensed by the Rhode Island Department of Health and is certified as an Affordable Care Entity. Divisions within EBCAP are licensed by the Department of Behavioral Health, Developmental Disabilities, and Hospitals, The Department of Children/Youth/Families, and The Rhode Island Department of Education. They are also accredited by the Health Resources and Services Administration, The Joint Commission on the Accreditation of Health Care Organizations, and the National Committee for Quality Assurance.

As of 2021, EBCAP employs nearly 500 employees and has an operating budget of \$44 million. Direct reports to the CEO include the VP, Chief Medical Officer; VP, Family Development; VP, Chief Financial Officer; VP, Behavioral Health, VP, Human Resources & Communications; VP, Chief Information Officer; VP, Assets and Property Management; VP, Family Development; VP, Health Administration/Chief Strategy Officer; VP, Health Center Operations; VP, Quality & Performance Improvement; VP, Head Start/Early Head Start; Director, Dental; and Director, Newport Child Family Opportunity Zone.

EBCAP is governed by a 17-member Board of Directors that is deeply representative of the East Bay’s public sector, consumers, business, labor, religious, welfare, education, and other historically marginalized groups and interests in the community. Over half the Board are active users of EBCAP’s services. The Board of Directors meets monthly, and its meetings are open to the public.

Approximately 55% of EBCAP’s revenue is derived from grant revenues, 44% from program income, and the rest from donations, foundation support, and other sources. Expenses for FY2021 totaled nearly \$37 million, 98% of which were directed toward program expenses, the bulk of which (84%) for personnel and contracted services. The remaining 2% went to general and administrative expenses.

THE ROLE

Reporting to the Board of Directors, the President and Chief Executive Officer, will oversee the programmatic and financial management and day-to-day operations of the East Bay Community Action Program, assuring its relevance to the community, the accomplishment of the organization's mission and vision, and accountability to its diverse constituents. They will forge an open and transparent relationship with the Board and work collaboratively to set a strong strategic direction, enabling the organization to adapt to a constantly changing external environment. Further, they will continue the Board's commitment to diversifying its voice and membership, ensure that they meet regularly, and are in compliance with licensing and accreditation requirements.

An inspiring leader, the CEO will provide a compelling organizational vision that is clearly communicated, widely supported, and effectively implemented. Working alongside their executive leadership team, this leader will evaluate current service offerings and operations to ensure a sustainable model for the future through developing and implementing standards and controls, systems and procedures, measurable service goals, and ensuring regular evaluation. Part of this work will be providing insight into the current infrastructure to address opportunities for growth. The CEO must be aware of the current trends in the industry and market and should be able to respond to them, guided by data and organizational best practices. Above all, they will center the experience of EBCAP's clients by leading, developing, and sustaining a customer service culture throughout the organization.

They will actively guide staff members, be mindful of their long-term development, and cultivate a talent pipeline for future leadership opportunities. Focusing on effective communications, intentional teambuilding, and increasing organizational synergy, they will improve operational efficiencies and ensure the health of the organization and its people. The CEO will also assist in recruiting personnel, negotiating professional contracts, and assuring a process for selecting, retaining, developing, and evaluating staff. An engaged leader, they will maintain an open door to staff and clients to address organizational goals or to adjudicate issues.

Outside the organization, the CEO will be a present and connected community leader, nurturing standing partnerships while cultivating new ones. In collaboration with local, regional, and national businesses, non-profit organizations, and government entities, they will grow and expand EBCAP's community impact. As the public face of the organization, it is vital that this leader be a keen communicator, able to promote EBCAP's mission, story, and services to multiple audiences. On the one hand, this means being a strong advocate with the ability to truly listen to community concerns and work with legislators, regulatory agencies, and others in the human services industry to devise legislative and regulatory policies to address those needs. On the other, the CEO will be an active presence in EBCAP's development and fundraising efforts, engaging potential donors, expanding philanthropic partnerships, developing unique revenue-generating opportunities, and diversifying revenue sources.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT CEO

Oversee continued programmatic and service growth while creating more opportunities for service integration and collaboration

By design, EBCAP operates a wide variety of programs to meet the interconnected needs of its client community. In general, these services have different revenue streams, function under separate regulatory structures, require different staffing needs, and are geographically spread out around the East Bay. While

differences will always exist, there is an opportunity for greater collaboration and unification across these departments. The CEO will strengthen internal communication channels, increase cross-collaboration, and support partnerships wherever possible. Looking to the future, this next leader will work to balance service impact and cost, ensuring that services and programs are adequately and equitably funded to meet the community's needs.

Continue to refine organizational structures and processes to ensure future success

EBCAP has experienced growth in scale and impact since its original merger, thanks to entrepreneurial leadership. As it has matured and become an increasingly complex organization, it has become necessary to update systems and procedures to ensure greater efficiency, trust, and accountability. The CEO will evaluate current business operations, organizational reporting structures, and internal processes to make necessary updates to ensure greater efficiency so that EBCAP can continue to best serve its community of both clients and staff. This leader will develop a vision for thoughtful growth to lead an inclusive strategic planning process to build a proactive rather than reactive organization. They will also identify opportunities to distribute and delegate decision-making across the organization, with a particular focus on engaging a broad coalition of voices from across the organization.

Build upon existing relationships with key partners and stakeholders

Because much of the funding that EBCAP receives is from government grants and contracts, the CEO will need to develop and maintain productive relationships with the various offices awarding grant monies as well as with elected officials, especially at the state level. They will be the face of EBCAP with existing stakeholders and will work across the agency to identify and cultivate new revenue-generating opportunities with external partners. There is also a particular opportunity to engage more with private philanthropy to diversify and deepen revenue sources. This new leader will also ensure that the relationships between EBCAP's main offices and locations in other parts of the East Bay are strong and functional.

Work to strengthen EBCAP's reach through a clear marketing and brand strategy

EBCAP has been highly successful over the years, evolving to meet community concerns head-on. The CEO will serve as a thought leader on acute social needs and a convener of organizations across industries and sectors to address the most pressing community needs, thereby further strengthening EBCAP's brand recognition. To do so, the CEO will need to invest deeply in EBCAP's mission and be a broadcaster of the lives and stories of those they serve.

Champion efforts to cultivate a strong, stable, and diverse workforce

EBCAP's dedicated staff is key to the agency's success. Many staff and board members started as EBCAP clients and have real-world experience using and navigating the organization's programming. However, like other healthcare organizations over the last few years, EBCAP has been struggling to retain talent. The CEO will continue to build an equitable and inclusive organizational culture that appropriately reflects the organization's values. They will be an internal advocate for diversity, equity, and inclusion, ensuring that it is embedded in the culture. This person will work diligently alongside other administrative leaders to ensure that the organization can attract and retain dedicated, competent, and diverse staff at every level. In a field that has high turnover nationwide, especially of frontline staff, the CEO will identify ways to incentivize and provide professional development opportunities, in addition to establishing equitable performance management systems agency-wide.

Provide transparent and resourceful leadership during times of uncertainty

The turbulence of the ongoing COVID-19 pandemic, coupled with shifting legislative priorities, has proven destabilizing across all sectors, and EBCAP has not been immune to this disruption. While the organization has not yet lost significant funding and has been successful in transitioning its services in the face of the current reality, it will continue to be critically important for leadership to be forthright about the challenges and to pivot so that the agency can continue meeting the most pressing needs of the community. It will be incumbent upon the CEO to provide creative leadership during this and potential future crises and to do so with transparency as the organization evolves to meet these challenges.

QUALIFICATIONS AND EXPERIENCE

The next CEO will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and demonstrated commitment to EBCAP's mission to provide high-quality, comprehensive, and accessible human services programming;
- Demonstrated success in leading a complex human services organization or unit, preferably with a variety of programs and service lines; experience in the healthcare field preferred;
- Evidence of successful experience with strategic planning and positioning an organization for the future; expertise in translating a vision and strategy into a practical plan with concrete methods of implementation and measures of anticipated outcomes;
- Demonstrated experience building and sustaining collaborative networks and working effectively in partnership with diverse groups, including individuals served, the government, the public, and others;
- Exceptional organizational skills and experience with financial oversight, including budgeting, planning, and reporting; a deep understanding of and substantial experience with diverse funding streams, especially from government sources;
- Experience with effective risk management policies and procedures;
- Demonstrated ability to guide, support, and leverage staff expertise and capacity; success in nurturing a healthy, dynamic, inclusive, and equitable work environment;
- Demonstrated personal and professional commitment to and experience in advancing justice, equity, diversity, and inclusion;
- An open and honest communications style with staff and partners and effective representation of the organization to external constituents, including government agencies and industry groups;
- Experience and demonstrated success working with a governing board, or analogous experience;
- Outstanding interpersonal skills, emotional intelligence, and an approach to leadership that is inspiring, authentic, collaborative, entrepreneurial, and adaptable;
- A sense of humor.

FOR MORE INFORMATION OR TO APPLY

East Bay Community Action Program has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to:

Phillip Petree, Donna Cramer, Angelo Alexander, and Tiara Mack

<https://www.imsearch.com/search-detail/8586>

EBCAP is an equal opportunity/affirmative action employer committed to providing a diverse work environment. All qualified applicants will receive consideration for employment without regard to their race or color, religion, sex, sexual orientation, gender identity or expression, disability, age, country of ancestral origin, or veteran status.