



CHIEF OF STAFF

ATLANTA, GA

www.georgiahealthinitiative.org

ORGANIZATION

Founded in 2002, Georgia Health Initiative (the “Initiative”) was created by the conversion of public assets resulting from the merger of two large nonprofit health insurers in the late 1990s. As this merger was taking place, a committed group of health advocates intervened, ensuring that the conversion would include the leaving behind of a fund that would benefit all Georgians. This advocacy led to the creation of the Initiative, which was originally known as Healthcare Georgia Foundation.

Building upon this strong legacy, the Initiative staff and Board works with partners and collaborators toward improved health and wellbeing for all 11 million individuals throughout the state. In 2022 the organization hired its second President and CEO, Kristy Klein Davis, who led the Board of Directors through a strategic visioning process, resulting in a refreshed vision for the role of the Initiative. Since that time the organization has been reimagining itself under its new mission, *to inspire and promote collective action that advances health equity for Georgians.*

The Initiative serves as a bridge-builder to advance bold ideas to realize their vision of a state where all people have the opportunity to attain their fullest potential for health. Recognizing that systems change is critical to fulfill this vision, the Initiative is committed to the “long game” and embraces both possibility and



pragmatism. In identifying their unique role in the Georgia ecosystem, the Initiative strives to connect, inform, and spark action—helping people and groups make a difference across communities. The Initiative seeks to be a trusted partner and resource to all who share the commitment to improve health and wellbeing for Georgians.

As a non-profit, private foundation, the Initiative employs a staff of 12 individuals and operates with an annual budget of \$8 million. Since its inception, the initiative has stewarded resources within its endowment to ensure longevity and sustainability of the organization in playing its pivotal role. The existence of the endowment means that neither the Initiative staff nor Board needs to engage in fundraising. At times, however, the Initiative becomes the recipient of additional dollars. As an example, the Initiative received an unsolicited \$9 million grant from MacKenzie Scott in 2022.

POSITION

The Initiative is seeking its inaugural Chief of Staff (CoS) to serve as a thought partner to the CEO, provide management and direction to the team, evolve the operating efficiency of the organization and contribute to maintaining and building on its already inclusive and positive culture. To achieve its bold goals, the Initiative has been strengthening its internal operations and leadership with an entirely new leadership team. The CoS will sit on this team and play a pivotal role in shoring up the “inside of the house,” enabling the CEO to be more focused externally.

The CoS will be a key strategic thought partner to the CEO and will serve as a culture carrier for the organization. The CoS will work closely with the CEO to provide comprehensive Board support, including staffing the Governance committee. In collaboration with other leaders, the CoS will develop organizational efficiencies and track and report on outcomes, programmatic alignment, financial management, technology, and human resources. S/he will be an expert project manager.

The CoS will oversee the health of the organization as a whole and help create and maintain a positive and high-performing culture. In particular, s/he will place emphasis on providing strategic counsel to the CEO. This role is a great opportunity for a leader who will thrive in a position that leverages both advising and executing skills, helping an evolving organization reach its intended impact.



RESPONSIBILITIES

Leadership and Strategy

- Provide strategic counsel to the CEO and serve as a thought partner by helping to set and achieve priorities and advise on matters of strategic importance to the organization while providing a cross-functional organizational perspective for all staff.
- Liaise with leadership to understand all necessary aspects and needs of operational development, and to ensure they are fully informed of operational objectives, purposes, and achievements.
- Represent the CEO in internal meetings as needed and occasionally function as an organizational ambassador externally.
- Partner with the CEO and VPs to drive the strategy of the organization, translating vision into tactics that align with organizational strategy.
- Lead high-level special projects on behalf of the CEO.

Board Administration and Support

- In collaboration with the Executive Team and CEO, develop, design and deliver materials (e.g., agendas, financial reports, board books) and follow-up documents; maintain board meeting minutes and track board strategy throughout the year. Track and follow bylaws to inform board operations.
- Coordinate and provide staff support to the activities of the board's Governance Committee.
- Support CEO on board development and recruitment, developing the board's learning agenda and the content for the annual board retreat.

Operations and Process

- Strengthen existing or create new operational systems to support responsive, cost-effective operations. Remove all bottlenecks, ensuring consistency and a flow-state in all aspects of program and business operations.
- With the CEO and VPs, oversee the creation and implementation of benchmarking, performance tracking systems, and reports on key organizational metrics and accomplishments with an ability to vary the message and content by audience.
- Create, implement, and manage cross-organizational systems to track events, programmatic deadlines, speaking engagements, and key external events impacting the Initiative.



- Facilitate organizational collaboration and alignment by guiding the team in the development and implementation of operating plans; regularly appraise and evaluate the results of overall operations and share results in a way that supports a culture of learning.
- Offer strategic recommendations on financial analysis and projections, cost identification and allocation, and revenue/expenses analysis.
- Use data to drive decision making with a focus on optimal staff and partner experience.
- Provide leadership and direction on managing crisis situations and best practices.

Team Collaboration, Development and Engagement

- Steward team culture by building a common purpose, championing organizational values and norms, and creating systems and structures to build trust, cohesion, and camaraderie.
- Establish annual organizational learning goals and implement annual learning agenda.
- With VPs, ensure cultural norms that include mentoring and developing staff using a supportive and collaborative approach.
- Attract, develop, and retain high-performance team members, empowering them to elevate their level of responsibility, span of control, and performance. Coach team, particularly the less seasoned staff, to drive engagement, accountability, and cross-team collaboration.
- Lead human resource efforts, developing strategies and processes to recruit, train, and support an outstanding and diverse staff as well as sustain excellence in the existing staff.
- Ensure that the organizational structure, policies, procedures and processes are in place to attract, onboard, and retain the talent needed to achieve goals.

QUALIFICATIONS & CHARACTERISTICS

- A minimum of 15 years of professional experience, including demonstrated success collaborating with a leadership team to develop and implement strategy, and lead organizational change.
- Ability to translate vision to tactics; willing to roll up his/her sleeves, not dependent upon an army of support staff.
- Knowledge of board best practices with board governance experience, highly desired.
- Significant operational management experience and record of developing junior staff, highly desired.
- Mission driven with passion for health equity.
- Broad experience with strategic planning, budgeting, business analysis, finance, information systems, human resources.



- Proven success in anticipating, developing, implementing, and monitoring infrastructure, systems policies and procedures, ideally within a start-up or rapidly growing, nonprofit setting. Strong, operational project management skills.
- Keen analytic, organizational, and critical thinking skills that support and enable sound decision making; demonstrated resourcefulness in setting priorities.
- Strong mentoring and coaching experience to a team with diverse levels of expertise. An accessible, visible, and flexible management style that inspires trust and confidence in staff to work hard and well together. Stature, gravitas, and confidence to gain the credibility and respect of leadership and Board.
- Outstanding people skills with an exceptional capacity for managing, leading, and developing staff; capacity to instil accountability. Strong commitment to developing, recruiting, and retaining team members; the foresight and ability to delegate.
- Excellent judgment, negotiation and conflict resolution skills.
- Self-reliant, solutions- and results-oriented. Unflappable, flexible and proactive.
- Direct and persuasive communication skills. Active listener, transparent and open communicator.
- High emotional intelligence, integrity and credibility. A bias toward optimism.
- Undergraduate degree required.

COMPENSATION

We are anticipating a salary range of \$165,000 - \$185,000 with a final offer based on the candidate's professional experience. In addition to base salary, we offer a competitive benefits package including a 401k contribution of 3% of salary plus a match up to an additional 6% and paid parking.

WORKPLACE CULTURE

Our mission is to inspire and promote collective action that advances health equity for all Georgians. Likewise, we wish to inspire and promote collective action within our staff team so that we each evolve and reach our fullest potential as a team and individually. We demonstrate our commitment to this aspiration through who we hire, how we value their contributions, and how we work together toward common goals.

In complex environments answers emerge when diverse groups work together to create the change Georgians deserve. At the Initiative we believe that cultivating deep and meaningful relationships requires a desire and willingness to be physically present. Georgia Health Initiative expects employees to commit to working from our Atlanta office or in the field with partners the majority of the time, being present for collaboration both planned and impromptu. We also recognize the need for work-life balance, and therefore



allow employees flexibility in their daily schedule, including the opportunity to work from home one day per week.

APPLICATION PROCESS

Georgia Health Initiative is an Equal Opportunity Employer and encourages candidates of all backgrounds to apply for this position.

Please send all inquiries, nominations, and applications to The Dubrof Group, at karen@dubrof.com. Any communication with Georgia Health Initiative will be directed to The Dubrof Group. Applications should include a letter of interest and a current resume. Indicate in your cover email where you learned of the opportunity. Note that only those candidates invited for screening will be contacted. **NO PHONE CALLS PLEASE.**