LEADERSHIP PROFILE

CEO
Hillside, Inc.
Atlanta, GA

Hillside will be recognized as a leader in the delivery of innovative, effective, quality healthcare services to the most severely emotionally disturbed children and their families.

--Hillside vision statement

THE OPPORTUNITY

Hillside ranks among the top treatment centers nationally for children and adolescents experiencing difficulties with emotional and behavioral issues. Located on 14 scenic acres in midtown Atlanta, Hillside was founded in 1888 and is Atlanta’s longest serving social service agency.

With a $15 million annual budget and 250 staff, including 17 therapists and two full-time Board Certified Child and Adolescent Psychiatrists, Hillside provides a continuum of leading-edge approaches that are child and family focused. Hillside staff engages each individual’s challenges by building on his or her strengths and replacing potentially dangerous, maladaptive behaviors with healthy, age-appropriate coping skills. The organization is a leader in Dialectical Behavior Therapy (DBT), Theraplay and Animal Assisted Therapy.

As Hillside’s beloved CEO prepares to retire this year after 18 years of service, the organization is in a strong position relative to talent, facilities, finances and operations.

The new CEO has a bold, exciting mandate: to lead Hillside to broader, more sustainable impact by enhancing its community presence and offerings while continuing to elevate on-campus programs and results.
In partnership with the Board and senior team, the CEO will:

- Envision, plan and resource strategic initiatives to enhance and broaden mission delivery and impact
- Cultivate new relationships and partnerships
- Diversify and increase philanthropic, governmental and earned revenues
- Raise awareness of Hillside’s work, presence, brand and impact

THE ORGANIZATION

As a Georgia referral center of choice for children and adolescents with severe behavioral health disturbances, Hillside averages over 97% capacity. Up to 80 children and adolescents at a time live on campus for an average stay of 4-5 months, during which time they receive intensive, customized treatment and attend a SACS-accredited school.

Hillside’s comprehensive continuum of services extends into the community, as wraparound programs for children in foster care or returning to their communities, and as freestanding therapeutic offerings.

Hillside’s $15 million budget is largely comprised of fees and grants for services from federal, state and local sources; approximately $2 million from Atlanta Public Schools, United Way and other grants; and about $600,000 in private philanthropic donations from individuals and foundations. There is a $16 million endowment. Funded by a recent successful capital campaign, a LEED certified dining hall is under construction.

The Committee on Accreditation of Rehabilitation Facilities, CARF, recently wrote that Hillside is “consistently perceived as a center of excellence.” Every child at Hillside follows a course of treatment specially designed for her or him, provided in the least restrictive environment possible. Children and their families benefit from a continuum of programming that can include Residential, Day Programming, Partial Hospitalization, Intensive Outpatient and Outpatient services as well as Community Intervention Programs and Therapeutic Foster Care as needed.

Hillside's Mission Statement
Hillside will provide quality, cost-effective treatment and education to severely emotionally disturbed children and their families. Services will be provided in the least restrictive environment possible in accordance with the needs of the patient.
Hillside’s serene 14-acre campus includes an Evaluation and Stabilization Unit, four dorm style cottages, a transitional independent living cottage, the Conant School and Library, a medical clinic staffed with 24 hour nursing coverage and Hillside’s pediatrician, a swimming pool, two outdoor sports courts, a gym and Activity Therapy Department, outdoor play areas, a beauty salon, artist studio, children’s gardens and gazebo.

Hillside’s philosophy is never give up. In the stairwell of one of the buildings, people returning to the community have the opportunity to place their handprints on the wall, include their name and the date they are leaving services, and write a message for future persons served.

For more information on Hillside, please visit www.hside.org.

THE RESPONSIBILITIES

Hillside seeks a CEO with passion, enthusiasm and expertise relevant to its mission. The new CEO will be a compelling, energetic professional with proven results leading in a complex behavioral health, organizational and funding environment. She or he will be adept at balancing the roles of leader, innovator, fundraiser, community partner and manager with care, compassion and a drive for results.

The next CEO of Hillside will:

1. **Be a dynamic, visionary leader and strategist.** The CEO will be an authentic, compelling healthcare professional capable of leading and evolving Hillside’s vision for extraordinary service and impact. He or she will be an inspiring, creative and caring leader of current initiatives and next-generation opportunities for mission and growth. The CEO will be gifted at working with the Board, engaging Board members and volunteers in advancing the mission and goals, and evolving Board leadership consistent with emerging opportunities and needs.

2. **Diversify and increase revenues.** The CEO will be persuasive, passionate and uncommonly good at inspiring people to understand and support the
vision. She or he will diversify and grow the base of philanthropic, earned revenue and governmental support for Hillside. The CEO will strengthen ongoing relationships and engage potential new support from all kinds of donors. The CEO will maximize current earned revenue generation, and will pilot and undertake promising new endeavors that broaden impact in the community and create new revenue streams. As one example, the CEO will explore the potential of making Dialectical Behavior Therapy (DBT) more widely available in off-campus, clinical settings.

3. **Raise awareness in the community.** The CEO will be a compelling external representative. She or he will engage with the professional psychiatric and health communities as well as the business and civic communities. By connecting Hillside more broadly and projecting a strong brand identity, the CEO will elevate visibility and awareness of Hillside as a valued, go-to resource for people of all backgrounds and socio-economic groups across Atlanta and the state of Georgia.

4. **Grow and enhance relationships and partnerships.** Hillside benefits from strong, long-standing relationships with many partners including federal, state and local legislative, regulatory health and funding leaders in the public and private sectors. As the healthcare environment continues to evolve, more integrated, multi-disciplinary delivery of treatment is a trend. The CEO will extend, broaden and deepen Hillside’s partnerships throughout the community through relationship-building, innovation and superior collaboration.

5. **Be a superb, motivating manager of people and the business.** Hillside’s culture is caring, collaborative and mission-centered. The CEO will be an effective, approachable manager of people and a seasoned leader of the business -- skilled at strategic planning, organizational development, process, growth and accountable results. The CEO will foster ongoing highest-quality standards, talent development and evolution of programs, technology and facilities. The CEO will ensure rigorous evaluation of results, and will lead a culture of caring and focus on service and outcomes.
THE CANDIDATE

The ideal candidate is a credible, compassionate leader with significant results and relevant experience. Passion for the Hillside mission, and for the children, adolescents and families it serves, is essential. The CEO will have a relevant master’s degree, in administration or a professional discipline related to child and adolescent mental health, and at least three years of administrative experience.

Personal assets will include authentic passion for delivering life-changing human impact and uncommon relationship, leadership and management skills.

Assets being sought include:

- A compelling, optimistic and energizing persona
- Ability to remain calm and confident under pressure.
- Energy, charisma and drive that inspires staff, partners and volunteers.
- High emotional intelligence and compassion.
- Proven fundraising acumen and relationship-building skills, and ideally current relationships in the Georgia funding community.
- Strong financial and business acumen.
- Savvy about technology and social media, and how they can be leveraged to advance Hillside’s mission.
- Commitment to innovation, continuous improvement, evaluation and measurement of results.
- Experience with complex management challenges, ideally involving behavioral health and facilities.
- A balance of strategic vision, bias to action and rolling up the sleeves.
- Ability to communicate clearly and persuasively.
THE RELATIONSHIPS

The CEO reports to the Board of Directors of Hillside and is responsible for a total staff of 250 and over 100 volunteers. Since Hillside operates residential facilities, the CEO oversees a 24-hour, seven-day-a-week operation, supported by appropriate managers of programs, development and operations. The CEO:

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| Manages             | Chief Operations Officer  
|                     | Chief Financial Officer  
|                     | VP Human Resources  
|                     | Safety/Child Advocacy & Compliance Officer  
|                     | Development Officer  
|                     | Facility Manager  
| Builds other key relationships | • Donors of all kinds  
|                     | • Partners including CARF, United Way, Atlanta Public Schools, and many others  
|                     | • Civic, corporate and philanthropic leaders across metro Atlanta  

THE LOCATION

Hillside is headquartered in midtown Atlanta and serves the state of Georgia. Metro Atlanta is home to over five million residents, the world’s busiest airport, the Centers for Disease Control and Prevention, major medical, educational and nonprofit institutions and nationally prominent companies including The Coca-Cola Company and The Home Depot.

The search for the CEO of Hillside, Inc. is being conducted by BoardWalk Consulting.

For potential consideration or to suggest a prospect, please email appropriate materials to Hillside@BoardWalkConsulting.com or call Kathy Bremer or Joan Schlachter at (404) 262-7392