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## Chief Executive Officer Nexus: Youth & Family Solutions

Ballinger | Leafblad is proud to present the following information on behalf of our client, **Nexus: Youth & Family Solutions**, in its search for a **Chief Executive Officer**.

**NEXUS** | YOUTH AND FAMILY SOLUTIONS



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## Nexus: Youth & Family Solutions

### ORGANIZATIONAL OVERVIEW

Nexus: Youth & Family Solutions (Nexus) is a growing national nonprofit corporation which was founded in Minnesota in 1972.

Today, it is a national organization with a budget of \$100 million and staff of 1,300, serving youth and families each day through sites and services across the states of Minnesota, Illinois, Maryland, North Dakota and Idaho. Nexus facilities include six residential locations and two foster care agencies.

Nexus treats children with severe emotional and behavioral disturbances. Programs assist those who experience abuse, neglect, domestic violence exposure, the violent death of a loved one, community violence, or other emotionally disturbing occurrences that are likely to be linked to challenging behaviors.

The nationally recognized treatment programs help adolescent boys and girls and families deal with

- Emotional and Behavioral Disorders
- Unhealthy Sexual Behaviors
- Intellectual Disabilities
- Co-occurring Mental Health Disorders with the Above
- Family Issues and Relationships
- Foster Care
- Adoption

A recently completed strategic plan focuses the organization on long-term growth and sustainability with continued emphasis on staff development & training, employee engagement, efficient processes, integration of the Nexus model and meaningful, measured outcomes.

Through the acquisition of new locations and the addition of new programs, Nexus has grown dramatically over the last several years.



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## Nexus: Youth & Family Solutions

### SERVICES



Nexus takes a holistic approach that looks beyond the behavior to understand underlying issues. Each child receives an individualized plan that focuses on five areas:

- Address the underlying trauma that influences a child's behavior.
- Treat the mental health conditions affecting his or her emotions.
- Help a child find success in school, home and community.
- Prepare a child for employment through vocational training.
- Work with families to individualize a treatment approach for parents and the child.

#### The organization's services include:

##### COMMUNITY-BASED CARE

- Assessment programs identify mental health conditions affecting youth
- Crisis Nursery services aid families at risk of abuse or neglect
- Home and community-based mental health services support families

##### INTERVENTION PROGRAMS

- Residential treatment centers offer acute care when needed
- Therapeutic education and vocational programs support current and future success
- Trauma-informed foster families better support emotional needs of youth

##### EXPANDED OPTIONS

- Specialized programs help youth avoid long-term residential placement
- Community collaboration helps meet needs of youth and families
- Focused efforts to recruit additional foster families to meet demand

##### PARTNERSHIPS AND ADVOCACY

- Partnerships expand availability of residential care closer to home
- School-based mental health services support youth and educators
- Legislative advocacy promotes youth mental health and child welfare funding

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## Nexus: Youth & Family Solutions

### ORGANIZATIONAL OVERVIEW

No matter where a child is treated in the Nexus system, he or she receives the high-level services defined as “Nexus.” The Nexus Practice Model guides interactions with parent and child to work with intention toward Safety, Permanency, and Well-being for families. This is the Nexus Difference.

### NEXUS PRACTICE PRINCIPLES:

#### NEXUS PRACTICE MODEL



*Values-Oriented  
Relationship-Based  
Individualized and Strengths  
Culturally Responsive  
Trauma-Informed  
Family-Driven  
Youth-Guided  
Skills and Competency  
Evidence-Informed  
Outcomes-Driven*

STRENGTHENING LIVES, FAMILIES, AND COMMUNITIES  
THROUGH OUR CORNERSTONE VALUES  
Honesty, Responsibility, Courage, Care & Concern

### FINANCIAL MODEL

Nexus is funded almost entirely through Medicaid subsidies. There are complex state regulations that govern such funding. A small, but growing percent of revenue is from philanthropic support, such as a recently completed \$1.5 million campaign at the Woodbourne location in Maryland.

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## Nexus: Youth & Family Solutions

### MISSION

*Strengthening Lives, Families and Communities Through Our Cornerstone Values*

### VALUES

#### HONESTY

Be truthful and genuine with self and others.

#### RESPONSIBILITY

Step up and do the right thing.

#### COURAGE

Face fear and take action. Make the right decision, regardless of the outcome.

#### CARE & CONCERN

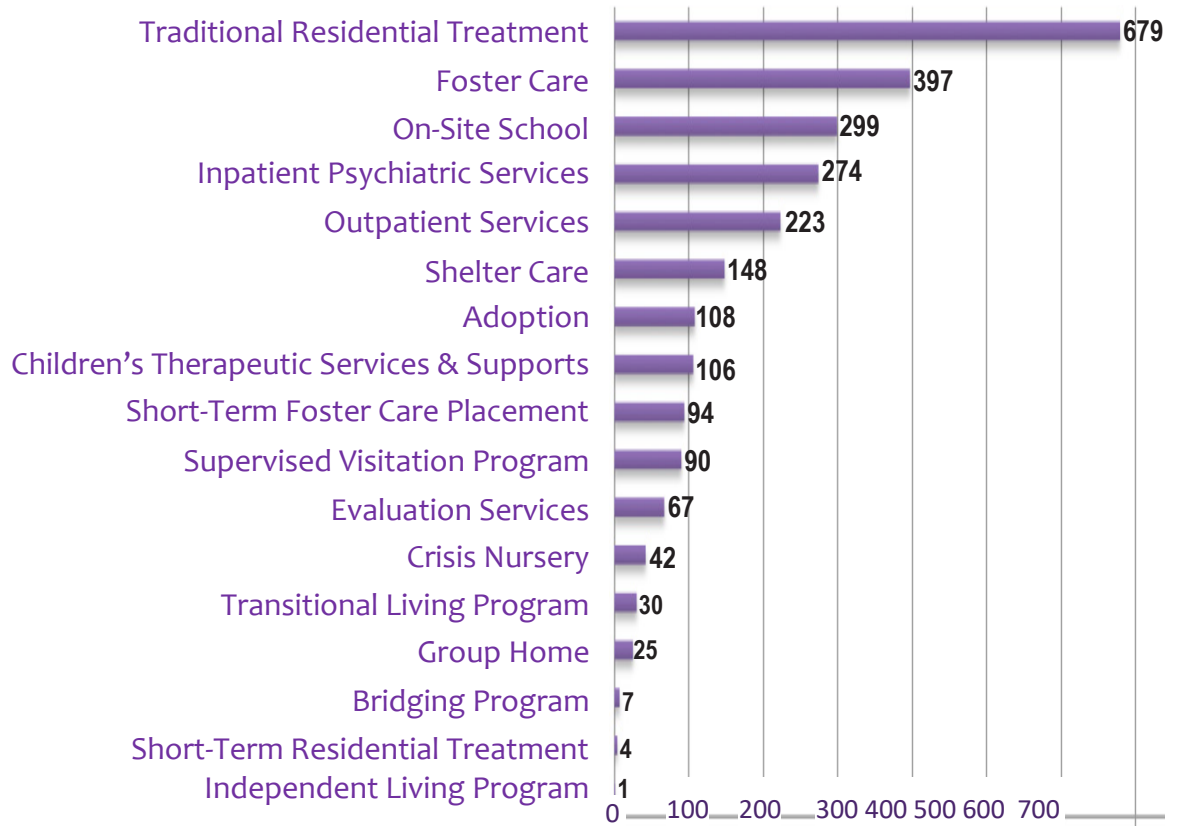
Demonstrate genuine interest, compassion and support.



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## Nexus: Youth & Family Solutions

In 2016, over 2,600 youth and families were served across the continuum of care:



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## Nexus: Youth & Family Solutions

### GUIDING PRINCIPLES

*The guiding principles for Nexus provide a strong sense of direction as we move toward the future. We believe all children must be treated with dignity and respect, we operate with a sense of optimism for the future, and we strive to exemplify the highest ethical and moral standards in our treatment.*



**COMMUNITY** – We collaborate to develop and support healthy teams and partnerships.

**CUSTOMER SATISFACTION** – We listen to our customers and strive to exceed their expectations.

**HOPE** – We believe in and instill an optimistic vision for the future and share the healing power of a healthy sense of humor.

**INNOVATION** – We are creative, adaptive, and proactive to achieve excellence in our quality of care.

**INTEGRITY** – We exemplify the highest moral and ethical standards by honoring our commitments.

**RESPECT** – We welcome diverse viewpoints and treat others with dignity and quality.

**STEWARDSHIP** – We commit to appreciating, developing, and promoting the wise use of resources.

### ORGANIZATIONAL CULTURE

Staff members describe a culture that is mission-driven and focused on making a difference in the lives of people served. Innovation and a drive to remain “cutting edge” ensure that Nexus remains flexible and oriented to on-going skills enhancement for staff. The organization’s growth over the last several years has led to a culture that remains open to continued expansion and change, while seeking to retain what is unique and special from the past.

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## Nexus: Youth & Family Solutions

### NEXUS LOCATIONS

#### Minnesota



*Mille Lacs Academy, Onamia, MN*



*Nexus: Glen Lake, Minnetonka, MN*



*Gerard Academy, Austin, MN*

#### *Kindred Family Focus, Monticello*

#### Illinois



*Onarga Academy, Onarga, IL*



*Indian Oaks Academy, Manteno, IL*

#### Maryland



*Woodbourne Center, Baltimore, MD*

#### North Dakota

*Path North Dakota, with locations in Williston, Minot, Belcourt, Devils Lake, Grand Forks, Jamestown, Bismarck, Dickinson*

#### Idaho

*Path Idaho, with locations in Lewiston, Boise, Idaho Falls, Twin Falls*



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## Chief Executive Officer

### OVERVIEW OF POSITION

The Chief Executive Officer will provide vision, strategic direction and operational leadership for the organization. He or she will collaborate with the Board, senior leaders/Officers, Vice Presidents, and other executive management to ensure healthy department functioning, organizational impact, and competitive advantage in the marketplace. The Chief Executive motivates, establishes and sustains a healthy culture, mentors and develops organizational leaders, and aligns the organization toward growth, innovation, and the fulfillment of the Nexus mission.

### PRIMARY RESPONSIBILITIES

1. **Provides leadership and management to ensure that the mission, core values, effective leadership culture, and service models of the organization are put into practice.**
  - a) Models healthy and positive behavior consistent with the organizational values.
  - b) Promotes a culture that reflects the organization's values and guiding principles, encourages good performance, and rewards productivity, innovation, adherence to internal and external customer service principles, and effective interpersonal abilities.
  - c) Stays abreast of how Nexus sites and affiliates experience the organizational culture, and implements action plans, as needed, to repair and enhance how the culture is experienced by staff or external stakeholders.
  - d) Creates and maintains an organizational culture that values trust, transparency, respect, and professional growth among employees and leadership.
2. **Collaborates with the Board of Nexus, and serves as Chair, or related position per by-laws, on affiliate Boards in order to align the vision and strategic efforts across the organization, and ensure a strong, trusting partnership with internal stakeholders.**
  - a) Helps the Board articulate its own role and accountabilities and that of its committees.
  - b) Works with the Nexus Board Chair to focus the Boards attention on long-range strategic issues; works with affiliate boards to establish strategic planning in sync with the Nexus Board strategy.
  - c) Keeps the Board fully informed of strategic efforts, organizational risks, expansion opportunities, human service and not-for-profit business and service trends, funding shifts, philanthropy development, and progress or issue with sites and affiliates.
  - d) With the CFO, keeps the Board abreast of the organization's financial position, including providing updates related to material changes.
  - e) Invests time to recruit, interview, and recommend volunteers to participate on the Board(s) and its committees.

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## Chief Executive Officer

- f) Evaluates organization's adherence to board by-laws for Nexus board and affiliates and makes recommendations for changes as appropriate.
  - g) Attends all Board meetings and committee meetings of the Nexus board and required affiliate boards; coordinates the changes to committee chairs as needed.
  - h) Ensures the successful onboarding of board members by providing mentoring, establishing relationships, and having quality and current board orientation training.
- 3. Responsible for driving the company to achieve and surpass business and service goal and objectives.**
- a) Collaborates with Senior Leaders and Executive Management Team to develop and implement plans for the operational infrastructure of systems, processes and personnel to accommodate the service and growth objectives of the organization.
  - b) Directs, plans and implements policies, objectives and activities of the organization to ensure continuing operations, to maximize returns on investments and to increase impact and successful outcomes.
  - c) Spearheads the development, communication and implementation of effective growth strategies and processes; identifies acquisition/merger or partnership opportunities and directs implementation activities.
  - d) Approves the selection of sites, added services, construction of buildings, and provision of equipment and supplies to meet company objectives.
  - e) Stays abreast of and reports service and funding trends that are likely to have an impact on the organizations services and implement strategic plans to shift service and business models to meet future needs.
  - f) Establishes and reinforces business and treatment service models that demonstrates the organization as a premier provider and first choice for partners, customers, and employees according to the services that we provide.
- 4. Direct and coordinate the organization's financial and budget activities in order to fund operations, maximize investments, maintain positive outcomes, and increase efficiency.**
- a) Directs the preparation of budgets for approval by the Board, including those for funding and implementation of programs, and manages expenditures and costs to meet budgeted expectations.
  - b) Working with the CFO, optimizes the organizations banking relationships and initiates appropriate strategies to enhance cash position.
  - c) Develops and monitors strategies for ensuring the long-term financial viability of the organization.

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## Chief Executive Officer

- d) Demonstrates sound knowledge of the organization's funding streams, payer processes, cost reporting, and government funding and reports to the board and other stakeholders; manages the organization's business models to meet fiscal restraints and opportunities.
- 5. Motivate and lead a high-performance management team; attract, recruit and retain required members of the Senior Leadership and Executive Management team; provide mentoring to ensure the development of future executive leadership of the organization.**
- a) Fosters a success-oriented, trustworthy, and accountable environment within the organization.
  - b) Maintains organizational commitment to training and developing leaders to be effective and support the implementation of organizational succession planning.
  - c) Continually assesses and evaluates human resource needs to meet organizational growth and changes in service delivery and implement structural changes to meet organizational capacity needs.
  - d) Provides direct supervision and evaluates work performance annually and as needed.
- 6. Represent, promote and protect the reputation of the organization and its mission.**
- a) Exhibits behavior in public and private that reflects the values and mission of the organization.
  - b) Represents the organization and its value through various venues, including but not limited to public speaking, participation in community organizations and events, visiting Nexus sites and affiliates, and meeting with national and local stakeholders.
  - c) Develops professional connections and network with other providers and leaders that will position the organization as a partner and service leader at a local, regional, and national level.
- 7. Direct the negotiation and approval of contracts and agreements with suppliers, distributors, federal and state agencies, and other service and customer entities.**
- a) Ensures the establishment of controls to effectively honor and manage contracts.
  - b) Oversees, as needed, the establishment of new service contracts and/or renegotiating service contracts to meet outcome expectations and fiscal solvency.
- 8. Ensure all appropriate licensures and accreditations are achieved and maintained throughout the organization and that the quality of service provided to clients leads the industry.**
- a) Creates and maintains a culture of continuous quality improvement and the demonstration of successful outcomes.

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## Chief Executive Officer

- 9. Direct the development of promotional and fundraising activities for the organization.**
- Provides oversight to staff involved in fund development and the implementation of fundraising plans that support the long-term mission of the organization.
  - Designs and ensures that appropriate systems and processes are in place for the organization to respond to grant applications and progress reports for funders.
  - Builds a philanthropic culture by making personal contacts in the community, responding to donors, attending special events, and widening Nexus outreach.
  - Models a philanthropic spirit by giving back to the organization through time and other resources or by recruiting volunteers who will commit to giving time and other resources to the betterment of the organization.

### **SUPERVISORY RESPONSIBILITIES**

The Chief Executive Officer reports to the Board of Directors of Nexus. Positions reporting directly to the Chief Executive Officer are the Chief Operating Officer (open), Chief Clinical Officer, Vice President of Marketing and Business Development, Chief Financial Officer and the Vice President of Human Resources. Each Nexus site is led by an Executive Director and staffed with a skilled Clinical Director. Currently, the site Executive Directors report directly to the CEO.

### **QUALIFICATIONS**

#### Essential Qualifications

- Master's Degree or equivalent in the human service, administration, clinical or business management field is required.
- Minimum of 20+ years of experience in progressively responsible positions within the human service arena is required, with a preference for background in residential settings or in services that treat high-risk youth and their families.
- Minimum of fifteen years of experience in a senior management position, ideally as an executive leader in a large (\$50 million plus), complex, multi-site organization.
- Experience working with advisory committees and a board of directors.
- Working knowledge and experience in non-profit human service market business models and funding sources.
- Prior experience with fund raising, public speaking, and external relations.
- Experience or understanding of lobbying/government relations.

#### Preferred Qualifications

- Solid base of practice in business, management, and human service principles, ie strategic planning, resource allocation, and human resources modeling.
- Knowledgeable of economic and accounting principles and practices, banking and the analysis and reporting of financial data.

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## Chief Executive Officer

### Leadership Characteristics

- Inspires and motivates others; presents a clear vision for the organization; champions a collaborative style of incorporating staff in planning, decision-making, facilitating and process improvement.
- Demonstrates willingness to make decisions, exhibits sound and accurate judgment, and makes timely decisions; handles emergency or crisis situations by taking appropriate actions consistent with Nexus policy and procedures.
- Exhibits clear, professional, respectful and effective communication when interfacing with board members, clients, youth, staff, families and external stakeholders shares knowledge, information and resources appropriately.
- Exhibits a high degree of ethical conduct, integrity, confidentiality, and professional behavior.
- Delegates work assignments, gives authority to work independently, sets expectations and monitors delegated activities.
- Interacts with and appreciates people from diverse backgrounds and promotes/supports the principles of diversity throughout the organization.
- Supports the mission of Nexus (“Strengthening Lives, Families, and Communities Through Our Cornerstone Values”) by exemplifying the Cornerstone Values and the Nexus Guiding Principles in all interactions with internal and external customers, and in all work performed on behalf of the organization.

### COMPENSATION

The compensation package for this position is highly attractive and includes an executive base salary, bonus opportunity and participation in the organization’s benefits plan.

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## Chief Executive Officer

### ADDITIONAL INFORMATION

For additional information and to apply for the position, please contact:



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## CIVIC SEARCH REIMAGINED

*Nexus: Youth & Family Solutions is an Equal Employment Opportunity Employer*

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## Twin Cities ~ Minneapolis and Saint Paul

Incorporated as a city in 1867, Minneapolis is named for the Dakota word “Minne” (meaning “of the waters”) and the Greek word “polis” (meaning “city”); fitting for a town that contains 22 lakes. Today, Minneapolis and its twin city, St. Paul, have over 3 million residents. Together they make up the 14th largest metropolitan area in the country.

The Twin Cities of Saint Paul and Minneapolis are a unique blend of small town and major cosmopolitan hub. Both urban cores boast a thriving business atmosphere. Saint Paul, as the state capital, is home to state government and has a more historical vibe. Minneapolis is the larger and more commercial of the two cities. Outside of the central downtowns, however, both cities have many distinct neighborhoods, and residents identify more with their individual neighborhood than with the larger city as a whole.



Both cities share a common root of being river towns - and the great outdoors are still a major attraction for residents and visitors alike. In addition to the mighty Mississippi River, there are more than 100 lakes (more than 900 when including the suburbs), more than 250 parks, and miles of biking and walking trails.

Nearly every weekend in the summer there are several outdoor active events for participants and spectators—triathlons, biking races, running races, boat races, water skiing competitions, golf tournaments, and more. Neighborhood events and family events round out a full schedule of opportunities.



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## Twin Cities ~ Minneapolis and Saint Paul

The active lifestyle of Twin Cities' residents doesn't lie dormant during the winter either. There are miles of cross-country skiing trails, several downhill ski areas within an hour's drive, ice skating, snowmobile riding, sledding, and—of course—ice fishing.

For those who prefer activity of the spectator variety, the Twin Cities is home to several major sports teams: Minnesota Twins, Minnesota Vikings, Minnesota Wild, Minnesota Timberwolves, Minnesota Lynx, Minnesota United FC (soccer), and Minnesota Swarm (lacrosse).

There is also a minor league baseball team, the Saint Paul Saints. The areas have hosted the World Series, Super Bowl, NCAA Basketball Finals, the USGA U. S. Open, PGA Championships and the Special Olympics. In 2014, Target Field was the setting for baseball's All- star Game. In 2018, the Super Bowl will be played in a newly built state-of-the-art stadium.



But the Twin Cities have more to offer than participatory and spectator sporting events. There are countless arts and culture offerings here. The Grammy Award-winning Minnesota Orchestra has a reputation as one of the top orchestras in the world. The Saint Paul Chamber Orchestra is regarded as one of the finest chamber orchestras in the world.

Since the early 1960s, the Guthrie Theatre has staged A-plus shows from the classical to the contemporary. Popular national shows and performers also tour through the Twin Cities year round at stages in both Minneapolis and Saint Paul, and at the University. There are over 30 theatre venues, 10 dance companies, and 30 classical music groups in the cities of Saint Paul and Minneapolis alone.



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## Twin Cities ~ Minneapolis and Saint Paul

For the museum-goer, there are more than 60 museums in the Twin Cities. The Science Museum of Minnesota and the Minnesota Children's Museum (both in Saint Paul) are highly interactive learning and fun experiences for the entire family. The Minnesota History Center is an interactive museum for all ages with permanent and changing exhibits, lectures and events.



The Minneapolis Institute of Arts has a collection of more than 100,000 pieces. The Walker Art Center has been called “possibly the best contemporary art museum in the U. S.” by *Newsweek*, and has over 11,000 pieces. The University of Minnesota's Weisman Art Museum is also a contemporary art destination.

Beyond the outdoor, sports, entertainment, and culture, perhaps the biggest attraction for the Twin Cities is the lifestyle. *Forbes* hailed Saint Paul and Minneapolis as the nation's healthiest cities. *USA Today* named Saint Paul as North America's “Most Romantic City.” The Twin Cities offer award-winning restaurants (several chefs have been regional James Beard Award winners). In addition to the popular Mall of America, there are plenty of unique shopping districts in both cities and in the suburbs.

[www.minneapolis.org](http://www.minneapolis.org)

[www.stpaul.gov](http://www.stpaul.gov)