



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Executive Director

11 September 2019



Carlson Beck advises **Insure the Uninsured Project (ITUP)** on the basis of an exclusive consulting assignment. The following details are for your information and should be kept **confidential**.



POSITION SPECIFICATION

INSURE THE UNINSURED PROJECT (ITUP)

THE POSITION: EXECUTIVE DIRECTOR

REPORTS TO: BOARD OF DIRECTORS

LOCATION: SACRAMENTO, CALIFORNIA

Mission

Promoting innovative and workable policy solutions that expand access and improve the health of Californians.

THE ORGANIZATION

Insure the Uninsured Project (ITUP) is a nonprofit, 501(c)(3) organization founded in 1996 whose mission is to promote innovative and workable policy solutions that expand health care access and improve the health of Californians. ITUP accomplishes the mission through policy-focused research and broad-based stakeholder engagement.

Located in downtown Sacramento, just blocks from the State Capitol, ITUP serves as an independent expert and trusted resource on California health reform and health policy. ITUP has established and continues to build a network of health policy leaders at the state and local level who share a commitment to health reform, including health care access and quality for the uninsured, the underinsured and the underserved. ITUP takes the lead in engaging, convening and informing health policy stakeholders. ITUP brings historical context to its policy work while also looking to the future by engaging the next generation of California health policy leaders.

ITUP fosters a statewide community of experts and problem solvers who can identify and implement workable policy solutions, and actively support each other as challenges arise.

Budget and Organizational Structure

ITUP is led by an eight-member Board of Directors to whom the Executive Director reports. ITUP also regularly engages a 47-member Advisory Council representing diverse sectors from across the state including clinics, hospitals, physicians, health plans, advocacy, labor, employers and government.

The organization has a budget of about \$1.3 M.



ITUP is primarily funded by grants from foundations and nonprofit organizations including the following core funders: The California Wellness Foundation, The California Endowment, California Community Foundation, the California Health Care Foundation, and Kaiser Permanente.

For more information about ITUP, please visit www.itup.org.

THE POSITION

The Executive Director (ED) of ITUP serves as the organization’s chief executive officer and provides strategic leadership and vision both internally and externally. The ED represents ITUP before a broad range of audiences, from national health policy leaders to the California Governor’s Office to community-based organizations.

The ITUP Board of Directors is seeking a leader with deep knowledge of health policy, specifically in California. This ED will need to be strategic, trusted, nonpartisan and able to navigate the turbulent nature of health policy in an evolving environment in the state and at the federal level.

It will be essential for this ED to develop strong relationships with the Board of Directors, funders and health care leaders across the state and continue building the organization’s reputation as a trusted source of nonpartisan knowledge and expertise.

It will be critical for this leader to maintain and grow revenues to advance the mission of ITUP and support its operations.


The ideal ED candidate has an extensive background in health care policy, delivery and finance and proven organizational leadership and development skills. The new ED must be able to articulate the role and value of ITUP in the broader health policy community in a compelling fashion. The ITUP ED will lead a team and organization that provides nonpartisan thought leadership, jargon-free policy analysis, and in-depth research.

The new ED will be responsible for leading ITUP operations, programs and fund development, including ITUP regional and statewide workgroups and the annual statewide conference. The ED will oversee a staff of 6 to 8 people, with staff positions in administration, policy and programs.

Duties and Responsibilities

Strategic Leadership

- Implement the ITUP vision, mission, and values, and actively communicate these core principles to funders and stakeholders;
- Offer thoughtful, analytic approaches to addressing issues affecting health care and coverage in California;
- Convene representatives from across the health care spectrum, positioning ITUP as the facilitator-of-choice for leading edge, innovative, and oftentimes difficult discussions on pressing policy issues;

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- Engage diverse stakeholders and collaboratively work across siloes, and identify emerging issues to be addressed by cross-sector partnerships; and
 - Represent ITUP to a broad range of national, state and local health care leaders and policymakers.

Board of Directors

- Engage the Board in strategic planning and periodic review of the ITUP mission, vision and values;
- Communicate effectively with the Board and provide, in a timely and accurate manner, information necessary for the Board to function properly and to make informed decisions;
- Report to the Board at least quarterly on activities to achieve ITUP goals and objectives;
- Lead and collaborate with Board members on fundraising strategies and activities;
- Recommend annual work plan and annual budget for Board review and approval;
- Participate in and support Board member recruitment, succession, and orientation; and
- Encourage Board/staff interaction as appropriate.

External Communications and Relations

- Act as the primary spokesperson for ITUP with health care policymakers, stakeholders, and the media;
- Cultivate and maintain key relationships and act as an honest broker with peer organizations, policymakers, opinion leaders, and the media;
- Speak at industry conferences and convenings to heighten the visibility of ITUP and promote its mission and activities;
- Assure that ITUP and its mission, work products and services are consistently presented with a strong positive image to relevant stakeholders; and
- Establish and maintain an active ITUP presence through online and other relevant platforms, including print, broadcast and social media, to reach out to and inform appropriate audiences.

Fundraising

- Conduct relationship building, fundraising activities and secure funding to ensure adequate resources to support ITUP core functions;
- Oversee ITUP grants and revenues to ensure compliance with funder expectations and grant requirements;
- Steward the relationships with existing key donors and foundations; and
- Cultivate and solicit new sources of funding.

Staff Management

- Lead the Board and staff in the development of annual and long-range strategy, operating budgets and policies;
- Provide inspiration, direction, and leadership to the ITUP staff in defining goals, strategies, and tactics for developing and implementing workgroups and products, ensuring the quality and nature of the work is consistent with ITUP's mission and standards;
- Review, approve, and provide input on important decisions, sensitive or potentially controversial matters, major reports and high priority projects;

- Manage and provide strategic direction to the ITUP staff including delegating work to the empowered staff;
- Direct the recruitment, development, and termination of all personnel;
- Ensure sound human resource practices are in place;
- Maintain a professional environment and organizational culture that attracts, retains and motivates a diverse staff of high-quality professionals; and
- Ensure the quality of ITUP work products and programs.

Financial Management / Operations

- Manage ITUP resources to consistently achieve financial and programmatic objectives;
- Develop and manage the annual ITUP budget;
- Monitor and maintain organizational fiscal health; and
- Ensure ITUP staff have the tools and resources best suited to accomplish organizational goals and workplan activities.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Experience: Minimum of ten years of experience in health care, health care policy, advocacy, legislative policy committee or executive branch work, preferably in California. Work experience should reflect a career path that demonstrates increasing contributions toward effective health care policy.

Education: A Master’s degree or higher in public policy, health care policy, economics, law or a relevant field is preferred. Candidates with a Bachelor’s degree and additional experience will be considered.

COMPETENCIES/ATTRIBUTES

The successful professional will have or be:

- **Thought leader** in state health care policy;
- **Strategic thinker**, able to see the big picture and understand implications of financial decisions;
- Knowledge of **California health care politics, policies, history, legislative process**, familiarity with major stakeholder groups and opinion leaders;
- Ability to **synthesize, simplify and communicate orally** and in **writing in a jargon-free way**;
- Ability to **communicate complicated concepts to a wide range of audiences**;
- **Knowledge and policy fluency** to serve as an expert resource for media and decisionmakers;
- Ability to **multitask in a fast-paced policy environment**;
- Fortitude for the **granular analysis behind the research findings** and aptitude for **quantitative detail**;
- Deep appreciation of the opportunities and challenges presented by **California's multi-dimensional diversity** (geographic, economic, racial and ethnic, urban and rural, etc.);
- **Well-developed political savvy** to work successfully with sources of influence;
- **Knowledge of regulations, laws, and health-related government funding streams**;
- **Strong leadership and management skills**;



- **Effective mediator and facilitator;**
- Highly skilled **relationship builder** with wide range of constituents, from national health care enterprises to the California Governor’s Office to community-based organizations;
- Understand **brand building and positioning** of ITUP in the policy discussion at the statewide level;
- Able to establish **strong relationships with funders** and make a compelling “case statement” for support of ITUP’s work;
- Ability to communicate effectively with the **media** and promote ITUP publications and convenings;
- Ability to **develop, mentor, empower** and **maximally utilize** staff;
- Excellent oral, written and **presentation communication skills;**
- Comfortable in a **small office** environment yet able to serve the needs of a **very large audience;**
- **Flexible and non-dogmatic**, curious in his/her professional leadership;
- Demonstrated strong personal and professional values of **honesty and integrity;** and
- Strong belief in **economic and social justice** and unwavering **commitment to the underserved.**

COMPENSATION

ITUP offers a competitive salary and benefits package, including health, dental and vision care for employees and dependents, a 403(b)-retirement plan, paid vacation and sick leave, as well as parking reimbursement.

***Insure the Uninsured Project is an equal opportunity employer
and encourages the candidacy of diverse professionals.***

For additional information on this opportunity, please contact:

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