



# Linke Resources, LLC

Linking talent, strategy and solutions

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On behalf of our client, Gemma,  
Linke Resources is conducting a search for their

Chief Operating Officer



## Mission

Gemma Services changes lives by transforming hope into action for children, youth, and families facing emotional and behavioral challenges.

## Who Gemma Serves

Gemma provides steadfast support, expertise, and specialized services for some of the most vulnerable members of our communities, including children, teens, and families experiencing emotional and behavioral concerns. Those they serve often are impacted by loss, unexpected challenges, or serious traumas such as abuse, neglect, and addiction.

## Gemma Values

- Each individual and family as precious and deserving.
- A safe and nurturing community that is sensitive to experiences of trauma.
- Diversity, inclusion, and a community where everyone belongs.
- A culture of learning.
- The highest standards of excellence and data-informed practices.
- A faith-based heritage and rich tradition of service.

Gemma envisions a world in which children, youth, and families feel valued and have the tools to realize their highest potential.

## Programs & Services

Gemma's Residential Treatment Program provides 24 /7/365 clinical treatment, nurturing, and trauma focused care for children and youth ages 6 – 14 who have experienced traumas and/or significant emotional and behavioral difficulties. Gemma's goal is to help them to heal, to learn new skills, and to reach their goals so they can return successfully to a home and community setting.

Education is provided through a licensed, private academic schools. The overall objective is to help students reach their educational goals. Martin Luther School is located in Plymouth Meeting and is a Pennsylvania Approved Private School that provides special education for K – 12<sup>th</sup> grade students. Martin Luther School serves students referred from more than 50 area school districts as well as many of the children served by Gemma's Residential Treatment program.

Gemma's Community Based Programs include outpatient mental health services; foster family care; adoption; specialized behavioral health support in a child's home or school; a Family Empowerment Center, and other in-home prevention services. The goals are to help children, youth, and families achieve their brightest future and to strengthen the communities Gemma serves.

## Position Overview

Reporting to the President and CEO, the Chief Operating Officer serves as a key member of the leadership team and provides operational and clinical oversight to programs and services.

Oversees the daily operation of the organization and the development and implementation of programs and services. Develops innovative and strategic objectives for the organization and provides leadership to assure the achievement of these objectives. Supports the CEO through various committees and activities, assuming responsibility for strategic planning, fiscal integrity, healthy organizational culture and excellence in care, education, programs and services.

### **Position Responsibilities**

- Partners with CEO to lead the development of Gemma's Strategic Plan. Oversees the development of departmental and program goals which support the strategic plan. Coordinates ongoing status updates on goals and ensures the achievement of short and long-term goals of the strategic plan.
- Partners with the CEO to represent Gemma with external constituency groups, including community, regulatory, governmental, and private organizations.
- Establishes collaborative and productive working relationships with funding agencies, regulatory bodies, and partnering agencies.
- Explores opportunities for enhancing and expanding current programs and services, streamlining services, and for pursuing new but related lines of service or business.
- Oversees the review, analysis, and development of new facilities, acquisitions, or management contracts through planned project management processes.
- Provides effective leadership, as well as stewardship of Gemma by remaining actively involved in all programs, services, and program support functions and needs.
- Assists in the development of the annual budget and provides ongoing analysis and guidance on potential changes or adjustments needed to the budget based on changing external and internal factors. Conducts an ongoing analysis of revenues and expenses and reviews and approves changes in order to ensure the financial health of Gemma.
- Evaluates organizational design while adjusting systems and processes in response to changes in programmatic and operational needs, licensing, program requirements and expansion with whole-systems lens.
- Identifies and develops resources required to reach programmatic, and operational goals. Identifies priorities and allocates resources accordingly.
- Develops Key Performance Indicators that measures the delivery of quality programs and services as well as the effectiveness of program support functions.
- Develops research policy and leads active organizational research agenda. Facilitates research meetings. Provides oversight to research projects.
- Ensures collaboration and holds employees accountable for providing quality services and exceptional care.
- Ensures programs and operational support department adhere to all regulatory and accreditation requirements as well as best practices, professional standards and internal policies and procedures.
- Provides and encourages opportunities for the professional development of staff and a healthy organizational culture.
- Utilizes technology, systems, and processes to report, assess and improve programmatic outcomes, efficiency, operational processes, and fiscal health.
- Motivates and leads a high-performance team by meeting with and mentoring staff at all levels, visiting all program sites regularly.
- Promotes teamwork towards the achievement of goals.

- Recruits Senior Leadership staff (in conjunction with HR) to realize strategic objectives.
- Remains knowledgeable of market and industry trends, competitors, and all aspects of the field of behavioral health, social services, education and other businesses in-line with the strategic plan and mission.
- Conducts regular visitations to programs and services.
- Ensures appropriate staffing, quality, safety, and customer satisfaction.
- Performs other duties as assigned.

## **KNOWLEDGE, SKILLS & ABILITIES**

### **Knowledge**

- Must possess the knowledge necessary to plan, direct, and implement functions of a nonprofit agency as necessary to achieve goals in order to provide care, programs, and services.
- Expertise in the systems of care impacting services to children, youth and families in Pennsylvania and surrounding area.

### **Skills**

- Strategic decision-making skills balanced with the ability to be hands on.
- High-level experience and professional leadership skills in the areas of operations management, clinical interventions, staff training, systems design, and quality assurance.
- Ability to be flexible while remaining focused and grounded in a fast-paced work environment.
- Collaborate with all employees to provide leadership and optimize clinical and operational processes and practice.

### **Abilities**

- Must make independent judgments and decisions.
- Handles interpersonal challenges and works to an appropriate conclusion.
- Demonstrates a high level of personal integrity.
- Effectively communicates with coworkers, board members, individuals served, families and the community.
- Takes initiative in assigning tasks, delegating responsibilities, and resolving problems while providing the highest possible quality of care.
- Inspires organizational and individual excellence.
- Track record of scaling programmatic operations to support organizational growth while maintaining commitment to excellence and data-informed work.

### **Qualifications**

- A commitment to the provision of the highest quality of services to individuals and families experiencing challenges.
- 10 plus years of demonstrated leadership and supervisory experience in behavioral health, education, social services and/or similar non-profit management.

- Minimum of a master's degree in human services or non-profit management, or a related field required.
- Senior level management experience in a multi-state nonprofit preferred.

Salary will be commensurate with experience. Gemma offers a comprehensive benefits package and a collaborative work environment focused on supporting their mission, vision and values.

Linke Resources has been retained to conduct this search. To apply, email resume and cover letter to Dr. George P. Linke, Jr., at [gplj@linkeresources.com](mailto:gplj@linkeresources.com)

For additional information, contact:

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