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## President and CEO Performance Profile (“President”)

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### THE ORGANIZATION

East House empowers individuals with mental health and substance use disorders to recover and live healthy, fulfilling lives in their community. Founded in 1966, the organization’s corporate offices are located in the Monroe Square Building on Monroe Avenue in Rochester, New York. While many worthy organizations in the Greater Rochester area provide much-needed services to those with mental health or substance use disorder challenges, East House differentiates itself in two ways:

- First, East House is one of the *few* organizations in the state that provides comprehensive services to those who are grappling with substance use disorder *and* mental health concerns, a surprising fact when one considers that both challenges are often present in the same individual. East House employs subject matter experts who understand the complex needs of clients with a dual diagnosis.
- Second, East House specializes in providing a continuum of housing options and support services for those in recovery. East House recognizes that those in recovery need a supportive living environment to increase the chances of a lasting, long-term recovery experience. Clients are directed to the appropriate level of supportive housing for their needs, from a group home environment with 24/7 staff support to independent living with easy access to support services provided by East House and other community organizations.

At present, East House owns and manages six Community Residence homes (“group home” concept), four apartment buildings with supporting services tailored for the needs of our clients, and acts as a liaison for support services to clients who also works with scattered site apartments throughout the city of Rochester that are owned by third parties but offer integrated access to supportive recovery services. As clients advance in their recovery process, their housing and service needs change accordingly, and East House staff is there to support them on their entire journey.



In addition to housing and supportive services, East House staff coordinate services between third-party providers and clients, working hard to minimize confusion and service gaps. East House staff provides services to assist clients with care coordination, wellness, financial, spiritual, socialization, and education and employment goals, all important building blocks to permanent recovery.

East House also offers peer counseling at Affinity Place, a residence designed for brief stays by individuals who either self-identify or are referred by professionals as feeling a need for additional support to avert

a mental health or addiction crisis. This program has been recognized as unique in our region and with great potential for growth.

### **OUR “SUPERPOWER”**

In response to a recent informal survey question where we asked, “What makes East House special?”, funders, community partners and regulators all responded similarly– “the staff- hands down.” Other quotes included “Your staff is resilient”; “They are kind, know the clients, and clearly want to help;” “They have a reputation for ‘client first, and we’ll figure out the rest from there,’” and “They are technically proficient and have a high EQ (empathy).” The staff of East House are eternally optimistic about the potential of stability and wellness for clients, as experience has taught them that persistent, compassionate, and professional support leads to success over time.



### **POISED FOR COLLABORATIVE GROWTH**

In 2019, East House leadership established **Recovery Associates of Upstate New York (“RAUNY”)**. East House Corporation is now a subsidiary of this purposefully non-branded umbrella organization that will make it easier for mission-aligned organizations to collaborate with East House and maximize the efficiency of collective programs and resources under management. East House also established a separate Foundation in 2019, the mission of which is to raise funds for East House’s mission.

### **CANAL COMMONS – OUR BIGGEST HOUSING PROJECT TO DATE**

Construction is underway on East House’s latest affordable housing project, a \$65M conversion of a vacant historic building on Rochester’s west side into 123 apartments for East House clients, the chronically homeless, and those who can’t afford to pay market rates. This exciting project is scheduled for completion in the summer of 2024. East House has already enjoyed success with two smaller, similar projects Alexander Commons and Wolk Commons that are providing housing security to East House clients and Rochesterians in need.



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## **THE OPPORTUNITY**

### **YOUR CALL TO ACTION – HOUSING IS HEALTH**

“Housing is health” is a fact expressed more often today as funders, regulators and providers have shifted focus towards looking at the “whole person,” recognizing the complex, inter-related root causes of trauma that often lie hidden under the surface, blocking the path to wellness. Housing has long been identified, along with food and water, as an essential element of survival for all but is in short supply for those with addiction and mental health conditions. East House has been working hard to close this gap and is best positioned to identify collaborative partnerships with those who now recognize stable housing as the base layer of scaffolding towards improved wellness.

The next President of East House will have the opportunity to position East House as the top provider of housing and support services for mental health and/or addiction recovery clients in our region. Who knows more than East House about what is required for our clients to thrive? With an increased focus on gathering and analyzing data that tells the story, the opportunity for collaboration with like-minded

partners, and the potential availability of new funds and improved policies at the state level, the right leader will position East House to respond effectively to the increased need for services provided. Canal Commons is just the next project in the fulfillment of East House’s mission to be the housing provider of choice for those in need of East House’s services.

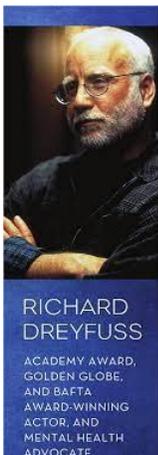
### **YOUR CALL TO ACTION - LEADERSHIP AND MENTORSHIP**

The next President won’t succeed without the support of a strong leadership team, talented managers, and dedicated front-line staff. The successful candidate will be delighted to learn that the right team is already here – ready, willing, and able to support the efforts of a visionary leader to realize East House’s next phase of growth. The successful candidate will trust the abilities of the organization’s subject matter experts and will work hard to remove obstacles to their productivity. Staff at all levels are eager for access to professional development, from supervisory training to strategic planning and succession planning. They look forward to welcoming a CEO that will keep the organization focused on growth while maintaining the highest levels of integrity and connection to those served.

Successful leadership of the *core* business of *running* a business is a must-have in the next President. Financial acumen, the ability to guide multiple complex projects to fruition, staff retention, succession planning savvy, and an appreciation for the critical role data analytics and technology will play in East House’s future are considered “table stakes” expertise for the next President.

### **YOUR CALL TO ACTION – COLLABORATION AND ADVOCACY**

Competition for funding to assist those with mental health and addition challenges is fierce. We owe it to the clients we serve to make sure that the majority of dollars procured is spent directly on client services. Collaboration with other providers is the easiest way to make that happen. The next leader of East House will be energized to use creativity and a laser-like focus on the mission of serving our clients in the best way possible to identify and act upon synergies with other providers. From simple collaborations like sharing resources for similarly aligned programs or innovative pilot projects, to full acquisitions or mergers, the successful candidate will be a strategic risk taker. Risk taking in this context includes gathering available data and insights and a willingness to fill-in the gaps with best-guess experimentation. Recovery Associates of Upstate New York, described above in “The Organization” section, exists to make this process easier for all.



The successful candidate will be a gifted storyteller, professionally representing East House at kitchen tables and board rooms, in writing or in-person, in front of large groups and small. Researching and sharing best practices, staying current on pending legislation, and advocating for laws, policies and practices that advance the well-being of our target population are high priorities for the next President.

### **YOUR CALL TO ACTION-INSTILLING A CULTURE OF DIVERSITY, EQUITY, INCLUSION AND JUSTICE**

East House’s journey to instilling a diverse, inclusive, and equitable culture throughout the organization continues to evolve. The organization is committed to identifying a leader who is committed to reviewing and improving all processes, not just hiring demographics. A fresh look at marketing materials, program materials, promotion policies, client outreach, housing locations and more has been declared by staff as a top priority. Nothing less than an enforced zero tolerance policy to social injustice will be acceptable.

The right choice for East House’s leadership role will easily demonstrate point-of-view alignment on this imperative and will move this work to the top of the list of action items.

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## **WHY SHOULD YOU CHOOSE EAST HOUSE?**

**Several nonprofits are currently seeking leadership talent. Why should you contribute your strategic leadership expertise to East House instead of another organization?**

The answer is clear – relevance and impact. Every individual in our community knows at least one person - a friend, co-worker and/or family member who lives with a mental health and/ or addiction challenge. The need for services is increasing dramatically at the exact time that the stigma associated with mental health and addiction challenges is decreasing. Opportunities for new programming, new funding, an improved regulatory environment, and new collaborations are everywhere. East House’s executive leadership team and supporting staff are highly motivated to follow the direction of an inspired, strategic leader and calculated risk-taker to realize a new future for Rochesterians in need of our services. Lastly, for those who are motivated by seeing the end result of hard work, East House is uniquely positioned to deliver. From seeing the physical manifestation of new, high-quality housing to meeting clients who willingly share that “East House saved my life,” this is the only place to be.

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## **GOALS AND RESPONSIBILITIES**

- Team with the Executive Leadership Team and the Board of Directors to develop a strategic plan that focuses the organizations financial, staffing and volunteer resources towards the achievement of 2-5 aspirational goals for 2024 and forward.
- Develop a plan to apply a Diversity Equity, Inclusion and Justice (DEIJ) lens to all areas of the organization, internal and external, and develop, align and execute a DEIJ action plan to make the changes necessary to be an employer and provider of choice for all.
- Develop and maintain collaborative relationships with community partners who offer tangential or aligned services to East House’s mission. Continuously scan the environment for collaboration opportunities that will benefit East House’s target population.
- Team with Human Resources to identify and prioritize training and professional development needs at all levels of the organization, including a rigorous vendor selection and assessment process.
- Team with program and development leaders to identify and prioritize pending legislation and policies that require the most attention and advocacy and develop a 1–3-year advocacy action plan.
- Prioritize the need to identify “cost of care” and return on investment/program effectiveness measurements in each of our program areas, identifying and rectifying weaknesses in data availability and analytics.
- Develop and maintain collaborative relationships with OASAS and OMH, partnering with them on advocacy initiatives and the application of best practices.

- Team with Human Resources and the Ad Hoc Human Resources Committee to develop a strategy to make East House an employer of choice, prioritizing ideas for hiring and retention of direct service staff.
- Team with human resources to ensure that all levels of the organization and all new hires received in-depth trauma informed care training.
- Team with Development to create a mission statement, goals, and board member expectations for East House Foundation.
- Promote a culture of transparency inside and outside the organization, equally sharing challenges and opportunities that all can learn from.
- Team with the Executive Leadership Team to make Canal Commons a success, including hiring and training staff, delivering full occupancy results, and integrating the operation successfully under the umbrella of East House’s current policies, procedures, and legal requirements.

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### **CANDIDATE QUALIFICATIONS**

**The successful candidate will possess the following:**

- A combination of 8-12 years of senior leadership experience in an organization with a mission relevant to one or more areas of focus of East House is preferred. Bachelor’s degree required; Advanced degree preferred but not required
- Examples of successfully advocating for change (policy change, systems change, etc.) outside of the candidate’s employer organization
- Examples of influencing fundraising successes
- Experience at the leadership level of an organization with a preference for nonprofit experience
- Experience acquiring and/or managing real estate is a plus
- Proven interest in helping vulnerable populations, as demonstrated by employment or volunteerism activities
- Experience partnering with people and organizations outside of the candidate’s employer to accomplish a common goal
- Experience working with regulated funders like the Office of Mental Health (OMH), and Office of Addiction Services and Supports (OASAS) is a plus
- Experience managing an annual budget of at least \$5M; nonprofit budget management a plus
- A reputation for flexibility in response to shifting obstacles and opportunities.
- A reputation for mentoring and motivating staff to their fullest potential, including holding staff accountable for measurable results.

- Experience developing and delivering engaging, content-rich presentations tailored for a wide variety of audiences – government, donors, volunteers, community groups, and the board of directors, for example
- A natural inclination to “lead by example,” demonstrating optimism, proactive problem identification and resolution, and a sense of urgency

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### HOW TO APPLY/MAKE INQUIRIES:

To express your interest, please email Patty Phillips, Chair of East House’s Search Committee, at [patty@clarityracm.com](mailto:patty@clarityracm.com). Applicants should include a resume and a letter that explains their basis for interest in the position and highlights relevant experience for the role.

*This description is not meant to be an all-inclusive list of duties and responsibilities but constitutes a general definition of position scope. East House Corporation is committed to equal opportunity for all, without regard to race, religion, color, national origin, citizenship, sex, sexual orientation, gender identity, age, veteran status, disability, genetic information, or any other protected characteristic. East House Corporation will make reasonable accommodations for known physical or mental limitations of otherwise qualified employees and applicants with disabilities unless the accommodation would impose an undue hardship on the operation of our business.*