



777 Penn Center Boulevard | Suite 200 | Pittsburgh, PA 15235 | 412-243-3400

Milestone Centers

A member of the Partners For Quality family of agencies

Position Guide Executive Director

<https://PFQ.org>



Allegheny Children's Initiative · Citizen Care
Exceptional Adventures · Milestone Centers
Partners for Quality Foundation



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POSITION: Agency Executive Director

REPORTS TO: Chief Executive Officer, Chief Program Officer and the Milestone Centers Board of Directors

LOCATION: Pittsburgh, Pennsylvania

ABOUT MILESTONE CENTERS

Milestone Centers is a private, nonprofit, community-based human services agency supporting the needs of individuals with behavioral health challenges and intellectual and developmental disabilities in communities throughout Western Pennsylvania. Initially founded as Allegheny East Mental Health & Mental Retardation Centers Inc. in 2007 the organization changed its name to Milestone Centers Inc.

Since its founding in 1969, Milestone has grown to more than 470 employees supporting in excess of 2,500 individuals through 26 different service offerings. We marked our 50th year of service to Allegheny County in 2019.

Milestone Centers is a Certified Trauma-Informed Organization under the Andrus Center Sanctuary Institute ([link](#)). Milestone obtained this distinction in 2016. The Sanctuary® Model is a blueprint for clinical and organizational change which, at its core, promotes safety and recovery from adversity through the active creation of a trauma-informed community. A recognition that trauma is pervasive in the experience of human beings forms the basis for the Sanctuary Model's focus not only on the people who seek treatment, but equally on the people and systems who provide that treatment.

VISION STATEMENT

People have the opportunity to experience and fully participate in all aspects of life.

MISSION

The agency's mission is to provide quality, life-enhancing services that promote wellness and the development of human potential.

GUIDING VALUES

Milestone Centers shall provide services and supports to assure people:

- Are treated with dignity, respect and sensitivity to cultural diversity;
- Have opportunities to experience life-long learning;
- Have the best possible physical/mental health and assurances for personal safety and security, with an emphasis on minimizing out-of-home placement;



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- Live, work and experience community environments that are personally satisfying;
- Have the opportunity to maintain and/or establish natural supports and reciprocal relationships;
- Have the opportunity to participate as active members of the community and to experience leadership roles;
- Have access to community resources and organizations that are dynamic, receptive, responsive and continuously evolving;
- Make informed decisions affecting their lives from an array of choices; and
- Realize their hopes and dreams and achieve their personal outcomes.

ABOUT PARTNERS FOR QUALITY

Partners For Quality is nonprofit agency providing overall leadership and administrative management to a family of subsidiary organizations. Partners For Quality services include fiscal, human resources, staff training, I.T., operations, fundraising and communications. By consolidating and managing these services, subsidiary organizations are empowered to focus on day-to-day priorities. Partners For Quality is recognized as an integral part of the service delivery system in Allegheny County, serving more than 7,000 people annually and employing more than 1,100 people across the organizations. Partners For Quality has five subsidiary organizations; Allegheny Children's Initiative, Citizen Care, Exceptional Adventures, Milestone Centers and the Partners For Quality Foundation.

As Partners For Quality and Milestone prepare for the future, the next Executive Director will have the opportunity to lead the organization through a thoughtful strategic planning process that will further outline the vision for this vital organization as it moves forward.

Working with a dedicated and engaged Board of Directors as well as a highly motivated and committed Partners For Quality Executive staff, the Executive Director will be afforded the opportunity to chart an ambitious future for Milestone that leverages its historical strengths and promotes its community-focused approach to serving individuals with intellectual and developmental disabilities and behavioral health challenges. Critical in this effort will be strengthening the organization's ability to collaborate both internally among staff and externally among key community and regional partners.



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CANDIDATE PROFILE

The candidate we seek will be a proven and effective servant leader with a passion for the mission. We seek a leader who has been a catalyst in fulfilling an agency's vision, mission and values. This entrepreneurial individual will bring leadership characterized by a visionary outlook, the ability to garner broad community support, sound business and management acumen, the ability to increase the visibility of the organization, and to carry forward major new projects and programs.

We seek a charismatic and relational leader who is mission-focused and dedicated to improving the quality of life for individuals with intellectual and developmental disabilities and behavioral health challenges. Candidates for this position must have proven leadership qualities to bring vision, direction, a collaborative atmosphere and inspiration to an organization. This candidate must have innovative strategies on providing a variety of person-centered supports and services.

The candidate must have strong organizational management skills along with the ability to lead project teams and to analyze, develop, implement and lead organizational structure. Ability to analyze data and an understanding of Value-Based reimbursement is critical.

The ability to relate to a wide variety of constituents including elected officials, municipal, state and federal bureaucracies, businesses, civic groups, donors, neighbors, regulators, advocates, and individuals with intellectual and developmental disabilities and behavioral health challenges is essential. Successful candidates will have the ability to establish and maintain strong collaborative relationships with funders, potential donors and other sources of financial support.

Given the revenue streams at the organization, the ideal candidate will demonstrate a proven track record. An understanding of and experience navigating the complexities of an organization of similar size, scope and budget is highly desired. A proven ability to lead employees in multiple locations as an effective team of closely coordinated, highly professional, staff members is a must. This leader will be one who listens intently, is empathetic, energetic and who empowers his/her staff.

The successful candidate will have demonstrated skills in operations and business management. Candidates must have proven success in providing mission-driven services utilizing sound business principles. Experience making strategic decisions in program design, development, and management in pursuit of board goals is expected.



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S/he will be a leader who communicates the agency's mission with enthusiasm and compassion through his/her strong communication skills. Solid presentation, written and verbal messaging skills are required, along with proficient computer skills and the ability to use analytics/metrics to drive strategy and decision making.

POSITION SUMMARY

The Executive Director is responsible for the overall leadership and management of the organization to ensure delivery of the highest quality services. The Executive Director supervises and participates in all activities pertinent to the financial viability of Milestone Centers; presents and engages formally and informally to funders, public officials and others whose engagement in the organization is important to its success; articulates the organization's core strengths and its vision for the future; establishes an organizational culture and behavior of trust and collaboration; operates from a client-driven perspective; embraces the challenge of maximizing the potential of the individuals that it serves; in close coordination with the Partners For Quality Executive Team and the Milestone Centers Board, directs, manages and evaluates the ongoing financial and operational priorities of Milestone; supervises the development and implementation of plans and programs by monitoring performance and evaluation tools and standards used to determine effectiveness; approves and prepares reports submitted to the state, county, federal and other regulatory agencies; and oversees staff, sets performance expectations and drives the positive culture of the organization.

EXECUTIVE DIRECTOR QUALITIES

Individual meetings were held with various Milestone staff to determine the qualities most needed in the next Executive Director:

- Highly knowledgeable about the day-to-day responsibilities and challenges of staff on the front lines.
- A leader that is present and available to staff.
- A partner to help provide resources.
- Strong leadership skills to better position us as an agency.
- Someone with the experience to strengthen behavioral health services.
- An advocate to lobby for more resources.
- Someone who's going to invest in staff and programs.
- Someone who knows the field well and has a passion for what we do.
- Has a vision for moving forward.



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POSITION ESSENTIAL FUNCTIONS:

- Provides leadership to the agency Executive Team and staff as a whole, and actively collaborates with staff to fulfill the Agency's mission.
- Demonstrates and reflects a commitment to the mission, vision, and values of Milestone Centers.
- Utilizes Sanctuary Model's shared values, the Sanctuary Seven Commitments and tools to conduct daily tasks and maintains a strong understanding of trauma and its impact on individuals, organizations, and communities.
- Demonstrates Sanctuary values and commitment to Non-violence, Emotional Intelligence, Social Responsibility, Democracy, Open Communication, Social Learning and Growth and Change.
- Works with the Board of Directors to fulfill the Agency's mission, and informs the Board of current conditions and operations.
- Plans, formulates and executes on new program and service development.
- Responsible for the implementation of programs and services.
- Serves or delegates a liaison for Board committees, community outreach, and local, state and federal agencies.
- Maintains a positive working relationship with other agencies within the local and statewide provider network and maintains a strong presence in provider advocacy associations.
- Ensures compliance standards from local, state and federal regulations are fulfilled.
- Oversees all financial and budgetary planning and execution.
- Working with the PFQ Chief Financial Officer, ensures that legal documents and fiscal reports (i.e., audits, tax reports, etc.) are completed in a timely manner.
- Works with the PFQ Chief Human Resources Officer to provide fiscally responsible and supportive staff benefits packages.
- Responsible for signing contracts, agreements and necessary documents entered into on behalf of the Agency.
- Establishes and maintains contracts with associations and organizations which will benefit and promote the Agency's mission.
- Supports the growth and development of staff.

PERFORMANCE EXPECTATIONS:

- **Customer Service**--Treats consumers/clients/associates with respect and dignity; demonstrates Milestone's mission and values; possesses knowledge of Milestone's services and programs; maintains a positive attitude in the workplace; upholds



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Sanctuary Commitment to Growth and Change by creating hope for our clients and ourselves.

- **Day-to-Day Operations**--Meets deadlines; submits paperwork timely; adapts to unexpected events and circumstances; complies with Agency confidentiality policies; complies with HIPAA-protected health information policies; demonstrates a commitment to excellence through quality improvements; upholds Sanctuary Commitments to Emotional Intelligence and Social Learning by managing feelings without hurting oneself or others and by respecting and sharing the ideas of the team.
- **Communications & Relations with Others**--Provides meaningful oral and written communications in a respectful manner; relates to others with respect; demonstrates compassion and sensitivity; fosters cooperation and contributes to a climate of trust in the workplace; maintains professional interactions with coworkers; upholds Sanctuary Commitments to Open Communications and Democracy by saying what one means without being disrespectful and by realizing all of us together are smarter than one of us alone.
- **Personal Management**--Fosters an environment that “puts people first”; maintains composure in stressful situations; manages time and maximizes own productivity; conducts work activities in a fiscally responsible manner; upholds Sanctuary Commitments to Non-Violence and Social Responsibility by being safe physically, emotionally and socially with others and doing the right thing, and by sharing responsibility for doing good work following rules and being accountable for our behaviors and decisions.
- **Managing the Performance of Others**--Values diversity; exhibits respect and dignity when working with employees; provides timely and regular performance feedback; engages in the Sanctuary supervisor process; establishes and communicates performance expectations; works with employees to build on strengths and remedy performance deficiencies; ensures that staff are properly trained on regulatory requirements (i.e., HIPAA, Corporate Compliance, etc.); recognizes the contributions of others; demonstrates Sanctuary values; creates a workplace environment using the Sanctuary Model’s Safety, Emotions, Loss and Future (S.E.L.F.) tool to help organize thinking about clients, coworkers and the work we need to do together; upholds the Sanctuary commitments to Non-violence, Emotional Intelligence, Social Responsibility, Democracy, Open Communication, Social Learning and Growth and Change.

MINIMUM QUALIFICATIONS:

- The Executive Director candidate must have at least five (5) years of executive-level leadership experience in a human services organizational setting, and a minimum of 10 years of overall management experience.
- A graduate degree in a human service-related field is strongly desired. A Bachelor’s Degree from an accredited four-year college or university with commensurate post-graduate experience will be considered.



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- Affiliation with and leadership in local, state, or national professional or trade associations related to human services is a plus.

KNOWLEDGE & SKILLS UTILIZED ON THE JOB:

- Working knowledge of the Sanctuary Model, Seven Commitments and Tools.
- Working knowledge of federal, state and local regulations and requirements.
- Solid, hands-on, budgetary management skills including budget preparation, analysis and decision-making.
- Strong organizational abilities in planning, delegating, and program development.
- Ability to engage and interface with diverse audiences, funding sources and governmental officials.
- Computer skills.
- Microsoft Office skills.
- Excellent organizational skills.
- Excellent customer service skills.

WORKING CONDITIONS:

- Frequent interaction with staff, funders, clients and families, local, state and federal personnel.
- Fast-paced environment.
- Travel to various Agency locations.
- Office environment.
- Daily computer usage.

REQUIRED LICENSES/CERTIFICATES:

- Act 33 and Act 34 clearance and FBI background check, if applicable.
- Valid PA Driver's license.

To apply, please send a current resume, letter of introduction and salary demands to:

Julie Padak
Director of Recruitment and Retention
Partners For Quality
250 Clever Road
McKees Rocks, PA 15136
Careers@PFQ.org

For more information about Partners For Quality,
please visit <https://pfq.org/>.