POSITION PROFILE
Vice President of Human Resources
HealthRIGHT 360
San Francisco, CA / Flexible, CA
ABOUT HEALTHRIGHT 360

Founded in 2011 in response to the growing demand for safety net services for those in need, HealthRIGHT 360 merged two groundbreaking and historic San Francisco health care providers—the Haight-Ashbury Free Clinic (HAFC) and Walden House—under the HealthRIGHT 360 umbrella.

Haight Ashbury Free Clinics (HAFC) opened its doors in 1967 as the first free nonsectarian medical clinic in the country to address the thousands of adolescents and young adults that were streaming into San Francisco for the cultural revolution of the 1960’s. During the first week of operation over 400 patients were seen. HAFC has been an innovator in delivering primary health care services to many of the people who can least afford them. “Health Care is a Right, Not a Privilege” has been the guiding principle as well as its famous tagline.

Not long after in 1969, Walden House opened in the same San Francisco Haight-Ashbury district to help homeless and runaway adolescents dealing with substance use disorders. Today, Walden House treats people with mental health and substance use disorder problems at various residential and outpatient centers throughout California, including in-prison treatment programs, and facilities in San Francisco and Los Angeles, providing drug and alcohol treatment and mental health, vocational and housing services for people transitioning back into their communities. Like HAFC, Walden House has always served people who are uninsured, homeless and socio-economically disenfranchised, including those with HIV/AIDS.

HealthRIGHT 360’s growth continued throughout the decade with additional mergers, leading to a growing family of programs. Asian American Recovery Services (AARS) joined the family of HealthRIGHT 360 programs in 2013. Founded in 1985, AARS has grown to serve thousands of people throughout San Francisco, San Mateo, and Santa Clara counties. In 2014, North County Serenity House of San Diego county and Women’s Recovery Association (WRA) of San Mateo joined HealthRIGHT 360, continuing its leadership as a provider of gender responsive services for women and women with children. In 2015 Lyon-Martin Health Services became the third primary care clinic operated by HealthRIGHT 360, continuing its specialized care for women and transgender individuals. Prototypes joined in 2016.

“Health Care is a Right, Not a Privilege”

Learn More:
healthright360.org
HealthRIGHT 360 reaches deep into the communities with the greatest needs. Here is where our programs and clinics provide vital services:

### WHERE WE SERVE
- **Asian American Recovery Services**: Substance use disorder and mental health programs that provide culturally responsive treatment to the Asian and Pacific Islander community.
- **Haight Ashbury Free Clinics**: Offering primary and specialty health care and substance use disorder services in San Francisco.
- **Lyon-Martin Health Services and Women’s Community Clinic**: A clinic specializing in medical treatment and mental health services for heterosexual and bisexual women, transgender people, and non-binary individuals.
- **North County Serenity House**: Residential treatment, transitional housing, and outpatient treatment for women with substance use disorders, women with co-occurring substance use and mental health disorders, and those experiencing homelessness.
- **Prototypes**: Residential and outpatient substance use disorder treatment for women who have been impacted by addiction, mental illness, and domestic violence, mothers with small children can choose to enter residential treatment as a family.
- **Rock Medicine**: Mobile medical care provided at concerts, sporting events, community marches, celebrations, fairs, and other events.
- **Tenderloin Health Services**: Primary medical clinic offering a full range of traditional health care services and specializing in testing, prevention, and treatment of HIV/AIDS, Hepatitis C, and diabetes.
- **Walden House**: Mental health and substance use disorder treatment at residential and outpatient facilities.
- **Women’s Recovery Association**: Residential program for pregnant women and mothers with substance use disorders and mental health issues, living along with their children age 10 and under.

### MAKING A DIFFERENCE
Each year, HealthRIGHT 360 provides more than 80,000 clinic and program visits to over 32,000 individuals seeking care. In the last year, nearly one-third of our services went to providing essential, primary care to approximately 10,000 patients, and we provided mental health care and support for another 10,000 patients. HealthRIGHT 360 is there to meet a myriad of needs—food, housing, to dental care—and more. Nearly half of our patients have had previous involvement with the criminal justice system; at least one-third have had previous homelessness; and nearly one in ten is twenty-one years old or younger.

HealthRIGHT 360 provides: substance use disorder treatment, mental health services, primary medical care, dentistry, in-custody substance use disorder treatment programs, re-entry services for the formerly incarcerated, job referral and housing insecurity assistance, and LGBTQ health care services.

A national model for community health care and a lifeline to thousands of Californians with untreated or undertreated health conditions, HealthRIGHT 360 delivers critical and life-changing care through welcoming, judgment-free, community-based programs. Comprehensive services are provided to everyone, regardless of their ability to pay. We are compelled by our belief that health care is a right, not a privilege.
HealthRIGHT 360 believes that every individual deserves quality health care, period. The following core values guide our commitment to meeting that growing need and improving access to care.

Patient-Centered Care
HealthRIGHT 360’s programs are designed to meet the specific and often sensitive health care needs of the patients we serve. We operate with a “no wrong door” principle. A client who might initially visit HealthRIGHT 360 for primary care services connects with our integrated care model, and our holistic approach to helping clients address other health and social issues they might be experiencing.

Judgement-Free Care
HealthRIGHT 360’s clinicians and staff members offer services and support without judgment. In addition to financial barriers, many of our clients face societal stigmatization about the conditions for which they are seeking support and treatment. We provide comprehensive, compassionate care, while respecting the privacy and dignity of the people we serve.

Meaningful Care
HealthRIGHT 360 changes lives. Since we founded our first clinic fifty years ago, our agencies and clinics have cared for thousands of patients, many of whom would otherwise have gone without care or sought services for primary care or mental health concerns at local emergency rooms. We bring care to communities where that care is most needed.

Comprehensive and Integrated Care
With the opening of California’s first Integrated Care Center in the heart of San Francisco, HealthRIGHT 360 provides wraparound services and care to our clients in a single location. These services include primary medical care, adult and pediatric dentistry, substance use disorder treatment, mental health services, social services, housing support, post-incarceration services, and more.

Evidence-Based Care
HealthRIGHT 360 is a national leader in creating and providing community-centered, evidence-based and effective care to meet the complex health care needs of underserved communities.

Efficient Care
Our commitment to care means keeping administrative and other overhead costs to an absolute minimum. The HealthRIGHT 360 umbrella organization dramatically reduces the bureaucratic burdens on our individual programs and centralizes administrative functions. Nearly 90% of our revenue from both public and private support goes directly to client services.

Community-Based Care
Each program is locally based and deeply embedded within the communities we serve. We collaborate with other organizations to ensure that care is accessible.
THE OPPORTUNITY

After nearly a decade of rapid growth and following a series of mergers with peer organizations with shared values, HealthRIGHT 360 is seeking a Vice President of Human Resources (VP or VPHR) to continue the work of fostering a meaningful and equitable work environment for over 1,200+ employees, volunteers, interns, contractors in over 13 counties and multiple sites across California.

Reporting to the Chief Executive Officer, the VP of HR will join a vibrant and entrepreneurial organization, and will embrace the opportunity to support the mission and work of HealthRIGHT 360 through leading, directing, and supporting all people functions of the organization.

The VP or HR will be responsible for inspiring, developing, and leading a dedicated HR team to provide sound advice and strategic partnership to senior management regarding all HR and talent recruiting matters. They will develop and drive the implementation of HR strategies and initiatives that align with organization’s culture, priorities, and goals to position the institution as an employer of choice by introducing and implementing best practices from within the field of human resources and organization development. The Vice President will be an experienced HR professional with extensive HR knowledge and will have the opportunity to bring their entrepreneurial spirit to develop, implement, and promote scalable people strategies and policies.

A skilled communicator and thoughtful manager, the Vice President will serve as a strong ambassador both internally to HealthRIGHT 360’s employees, interns and volunteers, as well as to outside constituents. The Vice President of Human Resources will be a highly strategic and accountable leader, and a versatile and capable project manager with an organizational development perspective, experienced in navigating change and its impact on people, policies, and systems.
KEY RESPONSIBILITIES

The Vice President of Human Resources will be responsible for the following:

- Lead and coach the Human Resources team to deliver excellence and efficiencies in all aspects of the company’s day-to-day and overall HR and recruiting operations including talent acquisition, on and off boarding, leadership development, training, benefits management, compensation planning, policy setting, performance evaluations, employee relations, HRIS and employee engagement.

- As a member of the Executive Team, participate in the development and implementation of the short and long-range organizational goals, strategic plans and programs as a strategic partner, but particularly from the perspective of the impact on people.

- Develop a strong and effective HR team that is respected and trusted across the agency; ensuring that services to client departments are effective, cohesive, and timely.

- Develop and implement innovative HR practices as well as streamline and automate processes to improve the overall operation and effectiveness of the organization across locations, programs and departments.

- Manage the administration and negotiation of bargaining unit contracts which define the conditions of employment for union-represented employees.

- Remain current on regulations, laws, industry trends and best practices in employment law, human resources, and talent management.

- Ensure compliance with employment, benefits, insurance, safety and other laws, regulations and requirements, advising management and making timely changes in practices and policies.

- Continuously improve human resources programs, policies, practices and processes associated with meeting the strategic and operational people issues of the organization.

- Develop and implement HR strategies and policies in line with company objectives (e.g., performance reviews, employee relations and retention and EEO compliance, etc.).
KEY RESPONSIBILITIES

• Lead the development and implementation of employee relations strategies and programs designed to minimize and mediate workplace disputes and serve as the leader for escalated employee relations issues, employment legal claims etc., providing proactive guidance and consultation.

• Design organizational structure, staffing and human resource planning models to identify competency, knowledge and talent gaps; develop specific programs to address the identified gaps, and support hiring managers with all aspects of recruiting to fill open roles with top-level talent.

• With agency partners, design and implement training programs that mentor new and newly-promoted employees and nurture growth among current employees.

• Recommend, implement and assess effectiveness of employee recognition systems designed to inspire and reinforce desired performance.

• Lead the administration of insurance, retirement, and other benefits programs; evaluate and develop recommendations for improvements to employer-sponsored benefit programs to successfully attract and retain high performers.
CANDIDATE PROFILE

The Vice President of Human Resources will be an innovative, thoughtful, and solutions-oriented human resources professional with oversight of all HR functions, including employee relations compliance, compensation/classification, recruitment and onboarding, and HR information systems. The Vice President must have experience in these aforementioned areas, with demonstrated success in owning all aspects of Human Resources operations and strategy, coupled with the ability to create and execute an innovative and scalable Human Resources roadmap and vision. Candidates must have demonstrated success in risk management strategies, fostering a proactive resource-oriented approach to compliance concerns, and handling employment legal claims. Given the various service lines at HealthRight 360, the Vice President must be customer service oriented with an entrepreneurial drive to be nimble and adaptable. This leader will possess the poise and excellent communication skills to be an influential partner and coach to executive management and staff while maintaining effective relationships with employees at all levels of the organization.

Successful candidates will have at least 10 years of relevant, progressive experience in human resources leadership with five years in an executive human resources role. Additionally, candidates will have expertise in organizational planning and development, compliance, recruitment and onboarding, with direct administrative and supervisory experience.
To be successful, candidates must have a passion for the mission of HealthRIGHT 360 and be able to adapt to the changing circumstances with the appropriate organizational strategy, ability to reemphasize or reorder priorities, set direction, and overcome resistance to change. Moreover, the VP will have excellent relationship building and problem-solving skills to meet the challenges of a fast-paced organization. A master’s degree in business, human resources, organizational development or related field is required, with a preference for Human Resources Certification.

Collective bargaining experience and/or experience working in a unionized environment is preferred. Similarly, experience in behavioral health and primary care is preferred, but not required. Lastly, the ideal candidate will be located in, or willing to relocate, to the San Francisco Bay Area, or in a major market for HealthRIGHT 360 within the State of California (Solano, Sacramento, Amador, Contra Costa, San Joaquin, San Francisco, San Mateo, Santa Clara, Ventura, Los Angeles, Orange, San Diego, and Imperial Counties).
CORE COMPETENCIES

In addition, and along with the aforementioned qualifications listed above, the ideal candidate will have the following professional core competencies and personal qualities, skills, and characteristics:

**Passion for the Mission**

The Vice President of Human Resources must be driven by a passion to make a difference in the lives of others and be a purpose-driven and values-oriented professional. The Vice President should appreciate the rich history of HealthRIGHT 360 by citing and leveraging the accomplishments of the past in service of a more promising future. The Vice President of Human Resources must have a connection to the mission of HealthRIGHT 360 of giving hope, building health, and changing lives for people in need, as well as experience working with a diverse workforce and commitment to racial and cultural inclusion and equity in the workplace. Although healthcare experience is not a requirement for the role, the most competitive candidates will be driven by a desire to work with health practitioners and social service providers of various professions to make a tangible impact during an unprecedented historical moment of heightened precariousness and uncertainty.

**Collaborative Leadership and Adaptable Management**

The Vice President of Human Resources will play an essential organizational leadership role and will work in close collaboration with peers and colleagues to help achieve key objectives across departments, function areas, and geographical sites. To be successful, the Vice President must be intellectually curious and foster an environment of adaptive learning and management to effectively partner with various clinics and program leaders across primary medical, mental health, substance use disorder treatment, and re-entry services. As such, the Vice President must not only be able to work directly with their peers and colleagues to achieve cross-divisional goals but will also position their direct reports and the Human Resources Department to partner with others in a service orientation to adapt and adjust to the changing needs of HealthRIGHT 360, its dedicated staff, patients, and community members. This leader will be skilled at balancing the strategic and tactical, and willing to roll up their sleeves as needed.
CORE COMPETENCIES

Organizational Development and Operational Excellence

The Vice President of Human Resources will be a proven strategic thinker with the ability to translate long-term strategic vision into immediately applicable initiatives and objectives. This individual will have strong critical thinking skills and will oversee the diagnosis of critical areas of attention, build consensus with stakeholders, and implement clear strategies that anticipate and address problems with effective solutions. The Vice President will be experienced in leading and managing organizational change, with an emphasis on developing culture, streamlining operations and business processes, building internal capacity of managers and supervisors to mentor and lead their teams, and improving overall organizational effectiveness. Given HealthRIGHT 360’s history of mergers and acquisitions, the Vice President will continue the work of integrating, harmonizing and codifying systems, policies and procedures across the various practice areas and in clinical and non-clinical settings.

HR Expertise and Data-Driven Decision Making

The Vice President will possess comprehensive knowledge of best practices of human resources and all of its key pillars and function areas, including compliance, labor relations, compensation/classification, talent acquisition and recruitment, and HR information system integrations. Candidates will have managed a complex human resources operation with a substantial budget and headcount. The Vice President will need to employ a comprehensive approach to forecasting progress and achieving sustainable well-supported solutions with accountable, measurable systems for tracking and reporting. The Vice President will continue HealthRight 360’s progress in delivering innovative solutions by measuring, evaluating, and sharing data effectively and exploring new ways of harnessing technology. Additionally, the VP will be able to work collaboratively and effectively with Finance and Accounting departments, to enhance efficiency and effectiveness of processes and policies related to payroll, benefits (health, vision, dental), PTO, retirement planning, etc.

Relationship Building and Effective Communication

The Vice President of Human Resources will possess exceptional written and verbal communication skills, with an inspired ability to listen intently, think clearly and respond effectively and empathically to a variety of challenges. The VP must root their approach in managing relationships in integrity and highly ethical conduct, with a deep appreciation of the importance of discretion and confidentiality for the organization’s internal and external customers, clients, and patients. The VP must be able to deliver difficult messages and engaging in negotiations by maintaining positive relationships and engendering an environment of trust and mutual respect. The Vice President will be a strong writer, capable of preparing written reports for senior leaders that effectively summarize investigations and other material reports. The Vice President will be approachable and skilled at building and sustaining excellent relationships across HealthRIGHT 360 with a demonstrated ability to connect, build bridges, and earn confidence. Moreover, the Vice President will be consultative, promoting open dialogue across the organization, synthesizing divergent views and coalescing the organization around a shared and inclusive vision for human resources. This leader will ensure that communications are streamlined and consistent, providing clarity on HR related policies and procedures across the organization.
Koya Leadership Partners, the executive search firm that specializes in mission-driven search, has been exclusively retained for this engagement. A team of consultants comprising Michelle Bonoan, Medelene Beasley, and Navid Nakai are leading this search. To make recommendations or to express your interest in this role please visit this link [here](#) or email the Koya Team. All nominations, inquiries, and discussions will be considered strictly confidential.

At HealthRIGHT 360, we value diversity and we’re dedicated to creating an environment that embraces diverse experiences, ideas, backgrounds and perspectives. HealthRIGHT 360 is proud to be an Equal Employment Opportunity employer.

About Koya Leadership Partners

Koya Leadership Partners, a member of the Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy—The Right Person in the Right Place Can Change the World—guides our work as we partner with nonprofits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

Koya is an equal opportunity employer fully committed to creating an environment and team that represents a variety of backgrounds, perspectives, styles, and experiences. We encourage all to apply because we believe a diversity of voices leads to better discussions, decisions, and outcomes for everyone.

For more information about Koya Leadership Partners, visit [www.koyapartners.com](http://www.koyapartners.com).