



Chief Programs Officer/CPO

Apply Now!

Reporting directly to the CEO, the Chief Programs Officer (CPO) assumes strategic program, financial and operational oversight for Encompass Community Services' patient/client programs and services. This pivotal role is comprised of supporting the departmental budgets and oversight for approximately \$35 million in funding and managing 5 direct reports. The CPO is tasked with ensuring compliance while delivering culturally competent health and human service programs to our diverse community. Expertise in the areas of mental health, substance use disorders, social services, community-based programs and housing support services is required.

This leadership opportunity has immense potential to affect significant positive changes within our community. Encompass has a rich history of serving the Santa Cruz County community for over 50 years. This incoming executive leader will play a key role in shaping the organization's trajectory into the future.

The CPO's responsibilities include the cultivation and reinforcement of a proficient team of managers. They must possess a strong understanding of clinical, medical and social needs for clients being served in mental health and substance use disorder residential and outpatient programs. The CPO will spearhead the development of an integrated continuum of care and services accessible to clients across Encompass and the broader community. These efforts aim to achieve measurable results and ensure long-term sustainability for individuals served.

Program service knowledge includes behavioral health for youth and adults, outpatient and residential treatment settings, housing support services, and early childhood development, which is delivered under the HeadStart Program.

To support these endeavors, the CPO will collaborate closely with the CFO, COO, and senior leaders specializing in Medical Services, Compliance & Quality Improvement, and Human Resources. Together, they will provide guidance and resources to drive organizational success. The CPO will lead a team of directors and senior managers in optimizing systems and processes, organizing personnel and activities, and identifying opportunities for integration.

The ideal candidate for this role is driven by a commitment to health equity and values diversity and inclusion. They excel in fiscal management, strategic planning, innovation, team building, diplomacy and they understand the complexities of State & Federal funding.

If you are passionate about social justice, skilled at fostering a culture of excellence, and thrive on empowering leaders, Encompass is a great fit for you.

JOB RESPONSIBILITIES

Strategic Leadership

- Lead and implement organizational strategic plan initiatives to adapt the business model in response to changing healthcare environments and complex reimbursement structures.
- Plan and execute special projects related to program expansion in new market segments and programming, including launching new programs, consolidating, or closing programs and securing new locations.
- Lead service management teams to integrate person-centered, accessible services and develop a continuum of care across programs, focusing on service innovation, development, commitment to measurement-based care, and system-wide planning to standardize quality, practice, and operations across Encompass where appropriate.
- Provide primary supervision for senior program managers and directors, fostering a culture of accountability and professional growth within the team.
- Work with the CEO, COO, CFO, and other leadership staff to build and strengthen business models and revenue streams, diversify funding sources, and maximize potential for effective service delivery.
- Build inclusive and strong internal and external relationships that support Encompass's short-term and long-term success.
- Demonstrate analytical skills and experience examining data to develop successful strategies.
- Demonstrate critical thinking, including evaluating information, to make informed decisions.
- Possess experience researching data to assist with program development, service enhancement, and strategic planning.

Financial Management:

- Experienced in developing and managing program budgets. Proficient in excel and spreadsheets. Demonstrated skills collaborating with agency finance staff to set financial goals, ensuring goals are met or exceeded.
- Establish measurable objectives and manage budgets effectively with direct reports and program staff.
- Skilled at navigating various funding sources, including County, State, Federal, managed care and grants.
- Conduct variance analysis with direct reports and provide recommended corrective action for both funding and referral deficiencies. Identify cost-savings opportunities against budgets and forecasts.
- Experienced in providing direct oversight of program expenditures and cost-effective measures of implementation to decrease operational costs.
- Strong understanding of Electronic Health Records/EHR, billing and revenue cycle management, use and implementation.
- Assist executive management with development and implementation of financial strategies to support overall non-profit business objectives.

Contract Management and Compliance:

- Participate in developing and negotiating new funding contracts and strengthening established contracts with funding partners, ensuring effective service delivery and community impact.
- Ensure compliance with federal, state, county, and other regulatory bodies governing contracted and reimbursable services, while maintaining positive relationships with funders and payers.
- In partnership with the executive staff and grant writing staff conceptualize and design innovative programs which meet the community, program and financial needs of Encompass.

Operational Efficiency, Clinical Strategy and Quality Improvement:

- Develop and sustain operational linkages and synergies between programs, increasing efficiency, eliminating waste, and improving client outcomes.
- Provide strategic leadership in clinical programming, long-term planning and policy development to ensure services are evidence-based, culturally responsive, and clinically necessary.
- Understand staffing models based on regulatory requirements and ensure programs adhere to staffing models that are aligned with licensing requirements, client needs and safety measures.
- Ensure all clinical and programmatic services align with best practices, organizational guidelines, regulatory standards, CARF standards and ASAM Level of Care principles, with treatment intensities matching client needs across service levels.
- In collaboration with direct reports, analyze and apply client outcomes and client experience data to improve service effectiveness and inform strategic planning.
- Implement systems for measurement and tracking of program and service level outcomes, overseeing continuous quality improvement processes, and supporting staff in the design and implementation of improvement activities.
- Lead the development, implementation and improvement of programs in collaboration with the Executive Team. Ensure operational efficiency, leverage directors and mid-level staff for execution and establish systems to monitor performance and daily census.

Community Engagement and Collaboration:

- Actively engage in community planning and coordination efforts, providing presentations and participating in planning groups to address population needs, services, and outcomes.
- Develop and sustain positive and productive relationships with funders and payers, ensuring program operation and service delivery consistent with contractual requirements and funder criteria.
- Attend Santa Cruz County partnership, foundation and coalition meetings to engage and drive forward Encompass initiatives.
- Support and strengthen the agency's public profile, advocacy, and philanthropic efforts in collaboration with management.

Leadership and Mentorship:

- Lead, mentor, and support a team of managers overseeing multiple initiatives, programs, and services, providing senior-level direction and management while identifying opportunities for synergy and integration across programs.
- Provide leadership and support for programs incorporating evidence-based care and practice models, ensuring fidelity to program implementation and operation.
- Ensure effective coordination between clinical and medical services, including integration of psychiatric services and medication management in Residential and MAT Programs.

Legislative and Regulatory Compliance:

- Review, monitor, and interpret proposed legislation and changes in laws and regulations related to programming and services, ensuring programs remain compliant and up to date with regulatory requirements.
- Knowledge regarding licensing with California Department of Healthcare Services/DHCS, and Community Care Licensing/CCL is necessary.
- Experience meeting policy and regulation requirements with the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation.
- Managing, coordinating and providing reports and outcomes for audits and accreditation reviews.
- Leading direct reports and internal stakeholders to ensure compliance with standards of care.

EDUCATION AND EXPERIENCE

- Advanced degree in public health, public administration, business, social work, or related field.
- Minimum of 10 years' executive-level experience in health or social services leadership roles.
- Clinical experience preferred but not required.
- Demonstrated track record in program development, financial management, and regulatory compliance.
- Proven ability to build and maintain effective relationships with stakeholders and agencies.
- Strong leadership and project management skills, with a focus on achieving results and driving innovation.

ABOUT ENCOMPASS

Encompass Community Services is dedicated to fostering dignity, health, and thriving communities for all. Established in 1973, we have evolved into Santa Cruz County's leading nonprofit human services provider, with an annual budget of \$35 million. Annually, we support over 8,000 children, adults, and families through a diverse range of evidence-based, outcome-driven behavioral health and social services.

Our impact spans 40 distinct programs across 30 locations, offering a continuum of connected services tailored to the unique needs of our community. From residential and outpatient programs to schools and home-based services, we strive to deliver high quality, culturally competent care. Our focus areas include

Child Development, Integrated Behavioral Health, and Community-Based Support, addressing critical social determinants of health.

At Encompass, we serve a diverse array of populations, including young children, families, teens, youth transitioning into adulthood, and individuals facing various challenges. We are committed to supporting vulnerable groups such as low-income families, homeless individuals, and those with mental health or substance use disorders.

Located in beautiful Santa Cruz County on California's Central Coast, our community boasts a moderate climate, stunning natural landscapes, and abundant outdoor activities. With 29 miles of pristine beaches and parks, Santa Cruz County offers an unparalleled quality of life, attracting residents seeking a vibrant and inclusive community.

Our team at Encompass comprises over 400 dedicated full-time and part-time staff who share a common vision of promoting dignity, health, and wellness for all. Led by an experienced and collaborative leadership team, we are enthusiastic about driving positive change and embracing new opportunities in integrated health.

Join us at Encompass Community Services, where every member of our team plays a vital role in creating greater economic and social justice, and advancing health equity in our community.