

# CEO Survey Results: Summary

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## Overview

In June 2023, Integral Care invited our community, staff, collaborators, and stakeholders to provide input into the qualities and strengths they seek in Integral Care's next CEO through anonymous online surveys. This provides a summary of findings most consistent across all respondents.

Key findings of these surveys were that the audience values a **background in mental health and substance use disorders** when selecting a new CEO for Integral Care. This experience is not only highly desired but is also frequently mentioned in the survey. The audience also prioritizes **collaboration with the healthcare system over experience working in it**. The critical traits they seek in a CEO are **collaboration, innovation, and accountability**, with a particular emphasis on accountability as the most important trait according to audience comments.

## Desired Candidate Background

A background in mental health and substance use disorder consistently ranked in the top five desired background experiences across all surveys. Collaboration with healthcare providers also emerged as a highly sought-after quality. Having experience in leadership roles within county, state, or national initiatives received lower scores in the surveys.

## Desired Role for CEO

### Collaborator

The role of a collaborator was highly emphasized by the audience. Respondents expect the new CEO to be adaptable and responsive to community needs, actively collaborate with community members and organizations, and work on reestablishing trust with the population served by the organization.

### Leadership

The audience expressed a strong desire for leadership qualities in the new CEO. Respondents seek a CEO who collaboratively works across Integral Care and its partners while genuinely advocating for clients' rights. The audience also values leadership in driving structural changes and taking a leadership role not just locally but also at the state and national levels.

## Advocator

Most comments from the audience emphasized the importance of the CEO being an advocate, both for the community and staff. When discussing the community, themes included advocating for underserved populations, addressing mental health inequities, and advocating for improved services and funding. Staff respondents focused on advocating for individuals working in mental health services and enhancing the quality of life for both employees and clients.

## Presence in Community

Commentors stressed that the CEO should not only be visible but also play a strong, active role in the community. The audience expects the new CEO to demonstrate their presence by participating in sessions and services, being accessible to both staff and the community, and engaging in community activities to emphasize that their concerns extend beyond finances.

## Conceptualizer

Commentors who discussed bringing in new ideas, understanding the big picture, and translating those ideas into practical implementations were grouped under the conceptualizer topic. They believe an ideal CEO should be innovative, capable of comprehending the community's needs, and able to take the steps to effect real change. The CEO is expected to be forward-thinking and able to transform the current system. While conceptualizers are seen as intensely practical, most respondents also associated this role with having compassion and empathy.

## Comments by Topic

### Knowledge and Experience

"Knowledge and Experience" were the most frequently mentioned qualities desired in a CEO. These comments consistently highlighted the importance of the CEO having a deep understanding and background in mental and behavioral health, substance use disorder, homelessness, and intellectual and developmental disabilities. Respondents emphasized the significance of the CEO's alignment with Integral Care's mission, prioritizing this over leadership experience outside of Integral Care's specific context.

## **Compassion and Advocacy**

Respondents who mentioned compassion and advocacy emphasized that the CEO of Integral Care should serve as an ambassador and advocate for mental health and substance use services. Several comments highlighted the importance of empathy as a critical aspect for the Board of Trustees to consider when evaluating candidates.

## **Collaboration and Innovation**

Comments that discussed collaboration or innovation consistently expressed a desire for the new CEO to support union initiatives. Respondents are looking for a CEO who takes proactive actions, fosters community engagement, implements recommendations, promotes an integrated care system, and facilitates the growth of services through collaboration with external organizations and partners.

## **Employees and Providers**

In surveys where employees or providers were mentioned, the topic of salary consistently came up. Respondents emphasized the importance of salary, highlighting the need to increase funding for staff and services as a critical consideration.

## **Clients and Community**

The CEO is expected to have an awareness of the agency's complex role in the community, actively listen to community, understand the barriers clients face, and work toward building a future system of care that aligns with the community's needs. Specific priorities include supporting LGBTQIA+ populations, maintaining support groups, and enhancing follow-up with clients.