

**The Meadows Mental Health Policy Institute**  
Dallas, Texas

**President and Chief Executive Officer**

**The Meadows Mental Health Policy Institute seeks a President and Chief Executive Officer to build upon its successful launch and support the implementation of policies and programs that help Texans obtain effective, efficient mental health care. With initial funding in excess of \$20 million, the Institute has quickly come to be seen as one of the most important institutions impacting mental health policy in the state.**

**The Organization**

Funded by The Meadows Foundation and a coalition of Texas-based not-for-profits, The Meadows Mental Health Policy Institute (MMHPI) launched in April of 2014. The MMHPI was originally conceived in 2011, when community meetings and surveys revealed a need for a system to help Texans find mental health assistance amidst a complex web of laws and jurisdictions. In addition, it was clear that the cultural stigma of mental health had to be addressed in order to create systemic change. Accordingly, the Institute was designed to have an impact at the highest levels of state government and in Texas culture generally. As a neutral entity without political identification or bias, the Meadows Foundation thus lent its name to the initiative and contributed \$10 million to its launch, a figure that was matched by the Lyda Hill Foundation and further supported by generous gifts from other individuals and charitable entities. Since the inauguration of the Institute, it has quickly become recognized as an authority on public mental health policy and a key player in facilitating the cultural change necessary to make enlightened policies viable and effective in delivering mental health services to the citizens of Texas.

MMHPI provides high quality, nonpartisan and objective policy research and development to improve mental health services in Texas. The Institute has focused its work on veterans, children, and smart justice. In order to meet the needs of these groups, the Institute advocates for research and policy changes that will increase access to mental health care in communities, schools, and jails; close gaps in access to care; remove the stigma around accessing care; better integrate physical and mental health care within the context of a primary care provider; create support networks for individuals with mental health issues; identify and evaluate innovative and cost-effective policies and practices that divert adults with unmet mental health needs and substance use disorders from jail and prison settings into appropriate mental health treatment services; and build on successful community programs and learn to scale them within existing resources. The outcome of these projects allows MMHPI to develop data analysis and policy recommendations to support statewide expansion of best practices.

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### **Mission Delivery**

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The mission of the Meadows Mental Health Policy Institute is to support the implementation of policies and programs that help Texans obtain effective, efficient mental health care when and where they need it. In pursuit of this mission, the Institute has established five principles to guide its policy priorities and evaluation:

1. Texans deserve behavioral health care that is accessible, understandable, efficient, and effective.
2. The State of Texas and its agencies must be accountable to taxpayers for the performance of its behavioral health systems.
3. Behavioral health care is best delivered through local systems that are held accountable for results and able to work collaboratively to help Texans in need.
4. Performance evaluation of the behavioral health system must be continuous, outcome focused, and driven by meaningful data.
5. A skilled and robust behavioral health care workforce is essential to improve the wellness of Texans.

Among the many actions that have taken place since the founding of the Institute are the following:

An office with an annual budget of \$6 million has been established and is staffed by 13 employees focusing on policy development and public advocacy. Policy studies are presently outsourced to a prominent national consulting group but are anticipated to be taken in-house in the near future.

An extensive study mapped the status of current mental health policy and activity in North Texas and confirmed that a fragmented delivery system is encumbered by a lack of accountability for outcomes among providers; insufficient data are available to make informed judgments; provider availability is limited; and a lack of team-based, integrated treatment approaches across Texas has resulted in a system built on crisis and emergency management rather than ongoing care. The study thus provides the beginnings of an empirical basis on which to help build the scaffolding of a comprehensive policy for mental health delivery in the state of Texas.

A wide ranging survey of randomly selected Texas voters was conducted that provided additional data upon which to measure attitudes toward mental health and to design ways to influence spending on the issue.

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Following the successful statewide launch of the Institute, MMHPI initiated a series of events across Texas highlighting the imperative of addressing behavioral health. Each event had over 100 attendees and included panel discussions, keynote speakers, and media coverage.

A comprehensive marketing plan has been developed with the objective of advocating for change and eradicating the stigma, fear, and misunderstanding surrounding mental health while promoting access and early intervention for Texans with mental illness.

Institute executives have been active participants in navigating the halls of power in Austin and other jurisdictions in order to raise the visibility of mental health concerns, to position the Institute as a credible and effective source of information and influence regarding policy, and to secure funding and other support in furtherance of the Institute's mission.

The MMHPI now heads into its next phase of development. Tom Luce, a founding partner of the prominent Texas law firm Hughes & Luce LLP, came out of retirement to serve as Chief Executive Officer for the launch of the Institute. Drawing on decades of private and public service, during which Mr. Luce established a strong network of contacts across political and ideological lines, he has led the creation of the infrastructure as well as the public-facing dimensions of the MMHPI. With the organization now successfully established and increasingly becoming known as the central authority on mental health policy in Texas, the Institute has initiated an extensive search for his successor.

### **Role and Responsibilities**

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Reporting to the Board of Directors of the Meadows Mental Health Policy Institute, the President and Chief Executive Officer will be responsible for the continued growth and success of MMHPI as it establishes itself as the leader in mental health policy in Texas. He or she will provide vision and strategic direction to the organization and will have overall responsibility for the leadership, management, mission delivery, and expansion of the Institute. Among specific duties will be the following:

- In consultation with the Board, developing and implementing strategic plans that will both enhance current programs and provide opportunities for future growth.
- Leading policy development and advocacy efforts in support of promoting the efficient and effective implementation of mental health care delivery in the public and private spheres, and marshaling resources to effect cultural and systemic change in the understanding of and support provided to improve mental health care in Texas.
- Communicating the vision and mission of MMHPI to a wide range of external constituencies and potential partners throughout Texas through formal and informal presentations, and serving as the visible, public face of the Institute by representing it to

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the general public as well as local, regional and state jurisdictional and legislative bodies.

- Nurturing and stewarding key relationships and identifying additional ways in which the Institute can extend its influence through collaboration with other people and organizations.
- Playing a significant role in generating funding from foundations, corporations, individuals, governmental agencies, and other financing sources in order to ensure the continued sustainability of the Institute.
- Broad oversight of the day-to-day management of the Institute, including recruiting, developing, training, and motivating talented staff members.

## **Candidate Qualities**

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### Leadership

One who leads by force of intellect, integrity, and personality, has credibility based on successful performance, and garners support from constituents because of a genuine, values-based perspective.

An unpretentious and service-oriented executive who projects a compelling presence, mature self-confidence, and dedication to mission.

A “quick study” who is able to understand key issues, to assemble and process a wide range of information, to condense findings into practical plans, to articulate them to various constituents and stakeholders, and to follow through to completion.

An adept manager who empowers others, creating within them a sense of ownership and a drive to achieve desired results.

A natural networker whose well-developed political savvy allows this individual to interact successfully with and among people from various backgrounds and supporters of diverse agendas.

A catalytic leader whose style is marked by independent thinking, a sense of creativity and innovation, carefully evaluated risk-taking, and tenacity.

A team builder who has a collaborative approach to major issues together with the intrinsic sense of authority and decisiveness necessary to move the Institute along a clearly defined path.

### Experience

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A proven record of accomplishment in business, finance, law, government, the not-for-profit arena, or a similar environment that has taught and honed management, financial, interpersonal, and other pertinent skills necessary to act in a chief executive officer capacity.

Experience envisioning, innovating, articulating, planning, and executing strategies in collaboration with an active board and partner organizations.

A history of working across political, governmental, business, and other institutional arenas in Texas.

#### Skills and Knowledge

Adept at creative and strategic thinking, and translating vision into reality.

A deep knowledge of Texas and its various subcultures, political realities, economic characteristics, and power brokers and influencers.

A person with a wide ranging network who knows and understands the levers of power in Texas and can "open doors" to key decision-makers as part of effecting large scale systemic transformations in policy and culture.

Excellent political and negotiation skills yet nevertheless viewed as nonpartisan and able to deal with various ideologies in bringing about meaningful change.

Skilled at public-speaking, writing, and communicating ideas effectively to a wide range of constituents.

Knowledge of business and management techniques necessary to oversee the development and execution of strategic plans, budgets, and administrative policies and procedures by highly competent staff.

The ability to lead an entrepreneurial, fluid, and evolving organization.

#### Personal Attributes

A person of unquestioned honesty and integrity who has an impeccable reputation and honors commitments.

An accessible and approachable leader who is comfortable in both large social venues and one-on-one relationship-building, deals with others openly, and creates a sense of trust, credibility, and respect.

**BRIGHAM HILL**  
**CONSULTANCY**

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A good listener who handles ambiguity well and is intuitive, perceptive, and insightful into the needs and motivations of stakeholders.

A forward-thinking and positive person who enjoys being involved in service and displays genuine concern for the public good.

One who is pragmatic, is tough-minded, and has the courage of conviction

**Other Considerations**

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<u>Compensation:</u>	Compensation competitive with comparable institutions.
<u>Travel:</u>	Moderate to occasionally heavy, primarily within Texas.
<u>Education:</u>	Bachelor's degree required; advanced degree(s) strongly preferred.
<u>Location</u>	The Institute is located in Dallas, Texas, but the President and Chief Executive Officer may live elsewhere in the state.
<u>Website:</u>	<a href="http://www.texasstateofmind.org">www.texasstateofmind.org</a>

**For more information, contact:**

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