

# COMPASSCARE

ERASING THE NEED FOR ABORTION

## VP of Support Services

- I. **Goal:** Facilitate CompassCare operating platform
- II. **Objective:** Create and sustain fully functional support services array to support all service regions
- III. **Strategy:** As a member of CompassCare's Executive team the VP of Support Services develops and manages all platforms held in common by all CompassCare regions including Accounting, HR, Compliance, IT, Facilities acquisition, printing/production, and patient marketing. This is done by:
  - 1 ) On-boarding and maintaining content experts for each discipline, 2) Ensuring each region has proper support in each platform area, 3) Each new region is in full compliance within four months of adoption, 4) Each region has fully-functioning and on-site support service (including finance and facilities team) by completion of consolidation phase, 5) Each regional operation is provided with patients to serve
- IV. **Work with VP of Regional Operations and Region Executives:**
  - i. Business and Finance
    - 1. Recruit, train, and oversee finance team:
    - 2. Ensure accurate accounting protocols are followed for payables and receivables
    - 3. All Vendor and contract relationships maintained on-time and with accuracy
    - 4. Accurate weekly finance reports are submitted to Region Execs and VP of Ops
    - 5. Oversee accurate and timely donor accounts maintenance and receipting
    - 6. Facilitate annual budget development with CompassCare Executive Team
    - 7. Ensure all official relationships and contracts are maintained for uninterrupted missional operations including insurances, medical director contracts, up to date records on all employees including RN licenses, etc.
  - ii. HR
    - 1. Ensure all organizational and legal requirements are fulfilled including volunteer and staff on-boarding per policy, payroll, and benefits administration.
    - 2. Government compliance is monitored and addressed including labor law
    - 3. Maintain employee handbook
  - iii. Compliance
    - 1. Ensure annual state and Federal organizational filings are complete on-time including any 501c3 registrations
    - 2. Ensure on-time 990 tax filings
    - 3. Facilitate required annual audit
  - iv. Facilities/IT:
    - 1. Assist with on-boarding facilities team members
    - 2. IT platform is built and maintained with respect to hardware admin and software development or updates.
    - 3. Buildings and grounds team leader is identified, trained and coached to maintain equipment and physical plant of impeccable order.
  - v. Oversee patient marketing and scheduling team to:
    - 1. Research market, create messaging, deploy through appropriate media, and
    - 2. Convert 75% of qualified leads to patients via scheduling team
  - vi. Printing and production:
    - 1. On-board and manage printing and production team
    - 2. Ensure all publishing equipment and technology is working as it should.
    - 3. Work with VP Advancement to ensure all communications are produced with accuracy and sent in a timely manner according to the editorial calendar.

4. These communications range from patient brochures to monthly educational direct mail to supporters, to donor receipting and pledge status reminders.
  - vii. Manage all six main responsibilities listed above through team leaders using CompassCare's GROW management system. Ensure the culture and core values of CompassCare are consistently understood and expressed through words and actions and conveyed through team leaders
  - viii. Regularly evaluate each team leader to identify potential leadership opportunities within the department and organization per the larger goals of CompassCare and coach to performance.
  - ix. Following appropriate training, facilitate the involvement of staff/volunteers in other aspects of organization in order to increase their leadership capacity (i.e. event planning teams, event follow up, etc.)
  - x. Encourage team leaders to ID staff/volunteers in observed areas where they displayed CompassCare's core values
  - xi. Encourage team communication and support within and between each department.
  - xii. Identify potential process or staffing gaps and proactively fill them
  - xiii. Identify specific personnel issues that may lead to poor performance, and develop a coaching alignment plan to solve problems using 1:1 coaching session.
  - xiv. Review with Region Executive and VP of Operations monthly Finance metrics
- V. **Work with the President/CEO to:**
- i. Be coached into professional best practices and personal development
  - ii. Report on performance by region quarterly
  - iii. Replicate necessary systems for newly adopted abortion hub regions
  - iv. Assist with potential region churches, donor relationships for adoption of local PRCs
  - v. Maintain and proactively pursue Personal Development Plan with Pres/CEO, updating regularly with new reading materials, activities for personal growth, and personal mentors
  - vi. Ensure CompassCare SOPs do not degrade
  - vii. Ensure consistent coaching of team leaders into organizational culture
  - viii. Engage short- and long-range analysis, goal setting, and planning toward CompassCare's regional performance and State abortion reduction plan
  - ix. Create content for and facilitate quarterly department meetings with department staff, in order to reinforce organization mission and core values, communicate new initiatives (organizational and departmental), provide training updates, make departmental announcements, and encourage communication and camaraderie among department members
  - x. Participate in annual and Ad hoc project management
- VI. **Characteristics:**
- i. Strong work ethic
  - ii. Loyal
  - iii. Mission driven
  - iv. Highly organized with attention to detail
  - v. Able to learn hard things quickly
  - vi. Enthusiastic about asking others to join the cause
  - vii. Creative thinker
  - viii. Able to coach leaders to effectively problem solving and continuous improvement
  - ix. Able to hold people accountable to agreed-upon outcomes

### **Additional Characteristics and Requirements**

A. **Position Requirements:**

1. Character
  - Christ-centered

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- Graciously courageous (willing to engage conflict while maintaining a positive demeanor)
- 2. Chemistry
  - Good fit with CompassCare Core Values (Fighting Spirit, Relevance, Accountability, Dignity and Relationality)
  - Loyal to CompassCare Mission and leadership...willing to make a long-term commitment
- 3. Competence
  - Effective management skills
  - Initiator
  - Effective verbal and written communication skills
- B. Direct Report Structure:
  - 1. Direct Supervisors: President/CO
  - 2. Member of CompassCare Executive Team and reports marketing metrics quarterly to President/CEO
  - 3. Position responsibilities subject to change with the needs of the organization.

## Variable Compensation and Probationary Period:

**-End of Month 3:** If funding is available and if performance targets (see below for key development measures) are met then VP of Support Services will be eligible for pay bonus.

**-End of Month 6:** Employment Probationary Period is six months. Probationary Period includes review to determine if the new employee is a good fit for current and future organizational needs.

**End of Month 9:** If organization continues to improve on key measures VP of Support Services is eligible for pay bonus.

**End of Month 12:** The expectation is that if appropriate leading and lagging indicators are met, CompassCare's abortion reduction plan will be effective. If expectations are met regarding all organization performance measures VP of Support Services is eligible to receive a pay bonus.

Learn, understand, and participate in CompassCare culture and Events Calendar	Month 1
Understand CompassCare current platforms situation and resources required for development	Month 1
Develop plan to expand and sustain by Abortion Reduction Plan by region	Month 2

Set leading and lagging indicator goals with VP of Regional Operations and President/CEO necessary to deliver a complete set of necessary operating platforms for mission effectiveness to all service regions. Objectives include but are not limited to:

### Leading Indicators

Each new region's governance, books, payroll is fully compliant	Result: Within four months of adoption
Each operation has physical plant that meets mission parameters	Result: x to y by month 9
Each operation has a facilities team	Result: x to y by month 12

### Lagging Indicators (See monthly Marketing Master Report)

Each Region Accessing Abortion Market	Result: 5% to 75% by month 18
Each Region Converting Qualified Leads	Result: 20% to 75% by month 6