



# Position Specification

Catalyst Institute

Chief Operating Officer

Private and Confidential

### Our Client

Headquartered in Boston, Massachusetts, Catalyst Institute is a purpose-driven enterprise with a mission to improve the oral health of all. Catalyst is working to transform the industry—and the health care system—by redefining prevention and care.

Meaningful change requires a revolution. Catalyst's efforts extend beyond the dental chair, addressing total health and the social and cultural factors that impact it. Leveraging its \$600 million in assets, Catalyst is leading the charge in the oral health industry including funding initiatives focused on the way care is provided and paid for, how care is discussed and prioritized in policies and communities, the investments made to improve the experience, and the changes which are advocated to advance health equity.

Catalyst's portfolio includes four mission-driven focus areas:

**The DentaQuest Partnership for Oral Health Advancement.** Catalyst works across the country to drive meaningful social change through strategic grantmaking, care improvement initiatives, advocacy, and research. The organization has invested more than \$200 million in funding for research, grants, and programs to advance oral health. With 20 years of experience—and in support of approximately 200 partners—the Partnership also works with an additional ~50 organizations that support person-centered care, analytics, and research. Catalyst remains grounded in its long-term mission of creating an effective and equitable health system that results in improved oral health and wellbeing for all.

**Nonprofit Oral Health Care.** Through their oral health clinics, Catalyst provides high quality care with an excellent customer experience and a focus on prevention. The care delivery team operates 17 oral health centers in 3 states serving approximately 65,000 patients and is working to expand access by delivering innovative person-centered care beyond the dental chair.

**Nonprofit Dental Coverage.** Through Delta Dental of Massachusetts, Catalyst offers plans for individuals, families, and businesses of any size as well as customized benefits plans for businesses with unique needs. Their long-term clients range from Fortune 100 companies and public agencies to community organizations, individuals, and families. Catalyst offers a full range of plans to fit any budget and any size company.

**Innovation.** Catalyst sees the future of oral health as integrated, personalized, and effective. Focused on growth, transformation, cost optimization, and culture change, Catalyst is embracing and investing in advancements in person-centered care, technology, innovative diagnostic and preventive methods, targeted therapeutics, medical dental integration, and data science.

The Catalyst Institute is also a 60% shareholder of DentaQuest—one of the nation's leading oral health enterprises, which serves over 27 million Americans receiving oral health coverage and care through Medicaid, Medicare, state exchanges, and commercial programs.

As people with purpose, the current Catalyst team of 50 employees—with its \$600 million (and growing) in assets—solves problems in a flexible and efficient way, testing to create new solutions and delivering measurable outcomes for the people they serve. In this time of disruption, intense competition, and great opportunity, Catalyst is poised for growth, and the leadership team is committed to reshaping the oral health system and improving the lives of millions of Americans.

## **The Role**

Reporting to the CEO of the Catalyst Institute, the chief operating officer will have responsibility for the day-to-day operations of Catalyst and will be accountable for designing and creating a best-in-class service model to deliver organizational services—including, but not limited to, operations, information technology, marketing, legal, and care delivery—that have demonstrated impact and support the growth of the Catalyst organization.

A true business partner to the CEO, board, and executive team, the COO will be a strong influencer, collaborator, and thought leader in helping realize Catalyst’s future strategic plan and in providing overall direction and leadership for transformational initiatives spanning service, system, and operational enhancements. The COO will have a strong, demonstrated capability in analytics and designing and building organizations to scale coupled with an entrepreneurial spirit. S/he will also participate in expansion activities such as planning for—and onboarding of—new investments, acquisitions, and corporate alliances.

The successful candidate will build organizational capability across a maturing business. S/he will, initially, manage and monitor intercompany management activity among key resources, identifying and defining areas for refinement as company activities and operations evolve. Ultimately, s/he will plan for and build standalone operations that exclusively support and enable Catalyst. The COO will lead Catalyst as it undergoes operational transformation and growth with the objective to integrate operations cross-functionally and to ensure operational efficiency. This leader will enhance, expand, and oversee business operations while establishing policies to promote company culture and vision.

### **Key responsibilities include:**

- Initially, managing and monitoring intercompany management activity among key resources, identifying and defining areas for refinement as company activities and operations evolve, ultimately, planning for and building standalone operations that exclusively support and enable Catalyst.
- Effectively managing various operations functions while reimagining the future and creating a new standard of excellence with leading capabilities.
- Building and leading interdisciplinary teams, integrating various organizational elements and assembling the tools to achieve desired performance outcomes.
- Working alongside the finance, human resources, grants, research, innovation, and Delta Dental channel teams to forge collaborative relationships and contribute to an open, team-oriented environment.

- Evolving the mission-focused mindset to push the team and peers to collectively "think bigger," thereby driving company vision.
- Overseeing a budget of more than \$37 million and a team of approximately five employees that will likely grow in the near term.
- Defining and executing against quality standards and metrics that align with the enterprise mission and common purpose; build and foster a mindset around efficiencies to drive social impact and financial strength, grantmaking and advocacy, science and innovation and new business.
- Continuously scanning the external environment to bring in best-in-class practices and challenge conventional wisdom to ensure Catalyst's continued leadership and excellence; maintain knowledge of industry needs and trends as well as new approaches/technologies to drive performance improvement.
- Overseeing the evaluation and transformation of Catalyst Institute's operating model across diverse assets and lines of business; specifically, influence and enable the ongoing success of Catalyst's grantmaking, research, and care improvement strategies.
- Serving as a key participant in the strategic and long-range planning of Catalyst; integrating long-range plans with operational plans and providing leadership in determining organizational goals.
- Utilizing information, reporting, analytics, and performance measures necessary to identify opportunities for performance improvements.
- Applying current knowledge and understanding of regulations, industry trends, current best practices, new developments, and applicable laws to ensure operational and financial effectiveness. Partner to ensure regulatory compliance for all areas of responsibility.
- Collaborating across functional areas—within and outside of the scope of the COO—to build compelling business cases and execute on customer experience-focused transformation.
- Driving continuous talent, resource, process, and technology improvement opportunities to meet ever-changing customer demands.

## **Relationships**

<b>Reports to:</b>	Chief Executive Officer, Dr. Myechia Minter-Jordan
<b>Direct Reports:</b>	Currently five employees spanning the following operations functions: strategic planning, administration staff management, Board of Directors preparation, purchasing, project management, provider education management, grant-making support, and service agreement management.
<b>Relates to Internally:</b>	Chief Financial Officer, Catalyst (in process of being hired) New roles as defined—over time—for the Catalyst leadership team

President, Care Delivery  
Chief Executive Officer, DentaQuest  
Chief Financial Officer, DentaQuest  
Chief Human Resources Officer, DentaQuest  
Chief Information Technology Officer, DentaQuest  
Chief Legal Officer, DentaQuest  
SVP, Marketing - DentaQuest  
SVP, Government Relations, DentaQuest

**Location:** Boston, Massachusetts (preferred)

## Candidate Profile

The chief operating officer will be an experienced and respected senior executive with proven success leading operational growth and transformation. The successful candidate will have proven experience and understanding of best-in-class controls and processes, inherently demonstrating that s/he grasps strong operating principles and has the capability to exceed established goals and benchmarks. S/he will have demonstrated the ability to develop the infrastructure necessary to establish a set of performance measurement practices to ensure the Catalyst Institute team is functioning efficiently and effectively, thereby meeting organizational goals and fulfilling its critical mission. Equally valuable is the experience of learning from mistakes and recognizing how to minimize risk while maximizing results.

The candidate will have sound and demonstrated understanding of business principles, including but not limited to: techniques of administration, financial acumen, financial/budget management (including but not limited to setting, managing and delivering on or under budget), process orientation, problem solving skills, strong analytics and proven ability to execute.

The COO will have a strong operational and financial acumen, balancing the need for innovation with a focus on cost efficiency and quality of operations. While the successful candidate may have a background working across various industries—inclusive of healthcare—experience in a high-performance and high-growth environment will be critical as will proven technology acumen. The candidate should have considerable experience in managing multiple lines of business and a strong, demonstrated knowledge of various service delivery models coupled with industry trends.

This leader will be an accomplished operational executive with prior experience building capability in a variety of organizational phases including embryonic, growth, and maturity. The successful candidate will have a strong track record in building, coaching, mentoring, and motivating teams through periods of significant change. S/he will strive for operational excellence and will possess a process-improvement orientation. The COO will have excellent judgment of people and situations and will lead through influence and example rather than hierarchy.

The successful candidate will have a proven ability to drive change, effectively implement new capabilities, and facilitate adoption of best practices in a dynamic environment. The COO will be strategically astute and will have demonstrated success in developing and executing innovative strategies to optimize operational efficiencies while also providing additional business insight for the executive leadership team. S/he will have a track record of informing and leading interdisciplinary teams, formally integrating various organizational elements, and assembling the tools to successfully achieve desired performance outcomes.

The successful candidate will have experience in a competitive, complex business environment that has successfully undergone growth and transformation. S/he will have the capacity to build constructive dialogue and collaboration among people—and across complicated organizational structures—while promoting a culture of innovation, urgency, and inclusion. The COO will bring strong diplomacy skills with an extensive track record developing positive and productive relationships. This individual will embrace complexity and bring demonstrated experience successfully operating in dynamic environments. (For example, s/he will have led significant cross-departmental projects or managed intracompany service agreements). S/he will possess familiarity with industry best practices and agile process implementation and optimization.

*In terms of the performance and personal competencies required for the position, the COO will possess the following attributes:*

**Setting Strategy**

- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling in order to create realistic goals and implementation plans that are achievable and successful.
- A transformational leadership style with the ability to set and execute a roadmap for evolution and growth.

**Executing for Results**

- The ability to drive operational discipline through all levels of the organization; creating systems for tracking, measuring, and monitoring performance to allow for quick intervention and continuous adjustments to drive results.
- A track record of leading streamlined and high-quality service delivery.
- An appetite for continuous innovation; bringing agility and speed to drive sustainable cost optimization.
- A reputation of holding himself/herself to the highest standards of accountability; driving change while maintaining operating effectiveness; integrating and aligning efforts across business units and functions; monitoring results; tackling problems directly; and delegating effectively.

**Leading Teams**

- The ability to attract and recruit top talent, motivate the team, delegate effectively, encourage and celebrate diversity within the team, and manage performance/accountability of individual team members.
- Demonstrated success in creating a culture that values diversity of thought, background, and approach to problem-solving; looking outside of the organization and industry to identify best-practices and diversity of talent that create competitive differentiation for DentaQuest, its employees, its customers, and its patients.
- A track record of using structured, systematic, and transparent approaches to assessing and developing individuals and how they fit together in the team.
- A proven ability to identify successors to key roles in an organization based on a rigorous understanding of capabilities, experience, motivation, and career development needs; widely viewed as a strong developer of others.
- A leader who is self-reflective and aware of his/her own limitations; leading by example and driving the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from others.
- A humility and approach that encourages others to share the spotlight, visibly celebrating and supporting the success of the team.
- A leadership style that creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality, engaging others to a greater purpose for the organization.

**Building Relationships and Influence**

- Experience naturally connecting and building strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Skill in facilitating discussions to enable people to collaborate with each other independently; promoting collaboration across multiple parties with the ability to work effectively across a matrixed organization.
- The ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and active drive; focuses on achieving outcomes without direct authority to command action.
- Capacity to develop the understanding of which relationships are most important to the organization and its stakeholders and the capacity to build a network prioritizing these relationships.
- The ability to communicate vision to the board of directors, other C-level officers, and company employees.

**Promoting Catalyst Mission and Culture**

- Demonstrated success in building and leading successful teams with a culture that is committed to execution, collaboration, communication, and growth.
- Exemplary leadership in coaching, performance management, and active mentoring.
- A belief in the overall mission and vision of the Catalyst Institute.

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**Other Considerations**

- Experience in the medical/dental/insurance arena is preferred; Medicaid knowledge would be a plus.
- 15-plus years of related experience; 10 in a senior leadership role.
- Bachelor's degree in a related field required.
- Advanced degree (MBA, MA, MHA, JD, etc.) is strongly preferred.

**Contact**

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