



eliminating racism
empowering women
ywca
Kalamazoo



Executive Director, Cradle Kalamazoo
Vice President of Community Health, YWCA Kalamazoo
Opportunity Guide

cradlekalamazoo.com

About Cradle Kalamazoo

Cradle Kalamazoo (Cradle), a multi-agency community initiative housed within YWCA Kalamazoo, aims to identify, and implement evidence-based and holistic interventions in order to reduce infant death and promote respect for families, women, and their children. Operating with a Collective Impact model, Cradle conveys key partner agencies, voices, and experts, using a structured form of collaboration to improve birth outcomes.

In 2014 the Kalamazoo Infant Mortality Initiative Community Action (KIMCAI) was founded by [Dr. Grace Lubwama](#), the then-new CEO at YWCA Kalamazoo. [Dr. Catherine Kothari Ph.D.](#), a population health researcher in the School of Medicine, at Western Michigan University was an initial partner and co-collaborator. The YWCA Kalamazoo was the initial project sponsor in 2014 and currently acts as the administrative home and fiscal agent for what is known as Cradle Kalamazoo today.



Having evolved through various structures and models, Cradle has maintained its focus on maternal-infant health since its inception. With data provided by FIMR (Fetal Infant Mortality Review Team) Cradle's strategies are data-driven and create best practice recommendations specific to the Kalamazoo region's needs. With a vision to reduce the infant mortality rate among babies of color in the region, Cradle propels its work forward through a collaborative model comprised of 8 committees. The work drives priority programs forward in the areas of:

- Health Equity: Ensuring health equity of programs, policies, and providers.
- Care Coordination: Coordinating a perinatal home visitation network.
- Reproductive Health: Providing reproductive health education and support.
- Safe Sleep: Promoting and educating the community about infant safe sleep programs.
- Public Policy: Local and State public policy initiatives that focus on maternal and child health.
- Clinical Equity: Shift policies, practices, and procedures to ensure early and equitable access to prenatal and postpartum care with four health system partners.

As a grant-funded project, Cradle operates with an approximate annual budget of \$1.2M. The primary grant supports work through December 2024, and the renewal process will begin later in 2023. The Cradle Executive Director will play the lead role in the renewal process. Cradle is fortunate to have significant funding investment from many local entities that believe in the critical work of the initiative, including the Kalamazoo Community Foundation, the United Way of South-Central Michigan, and the Stryker Johnston Foundation.

YWCA Kalamazoo is the fiduciary for the Cradle Kalamazoo Initiative. As such, YWCA Kalamazoo acknowledges and recovers all grants and philanthropy for Cradle Kalamazoo with rare exceptions when the funder of a grant or an individual philanthropist requires or insists their funds go directly to a different organization to support Cradle efforts.

How Cradle Kalamazoo Works

Cradle Kalamazoo follows a collective impact strategy that progresses from collaborative planning and capacity building to target community actions and intervention to community system changes. In collective impact efforts, the Backbone support is a critical infrastructure component that is collaborative to advance systems-level change. Cradle's Backbone has three components: (1) Operations, (2) Community Health & Engagement, and (3) Data & Research.

- The Operations team ensures streamlined communication through Cradle, including 22 partners, subcommittees, steering committee, and Governance, to maintain accurate information in real-time.
- The Community Health & Engagement team provides a shared language for health equity and analysis development of Cradle's partners through training and workshops led by internal, local, and national experts. The team also creates community engagement opportunities for direct service partners to do outreach and client recruitment within the community.
- The Data & Research team, led by Dr. Cathy Kothari of WMed, is grounded in a research justice framework, combining participatory community research with implementation science.

Cradle's work centers on a public health lens that is data driven. For example, recognizing Social Determinants of Health (SDOH) contributes to a wide range of health disparities, with race being an SDOH that predicts the life trajectory of infants born in Kalamazoo County. The evidence-based practices used multiple engagement tactics, such as feedback and input from community members, leaders, and frontline workers, parent focus groups, localized and targeted data around infant deaths and patient experience within four partner health systems – all used to foster institutional accountability and informed decisions at the Governance level.

Over 24 Community Partners (Cradle Partners) are committed to the initiative and its mission. These partner agencies all recognize that people live in a social and environmental context that affects their health. The structure of distal (structural, political, and economic) factors and more proximate (community, organizational, family, and individual) contribute individually and together to explain the observed phenomenon of racial disparities

in infant and maternal mortality. As such, work toward overcoming these factors must include organizations that touch on these varying distal and proximate factors.

The YWCA Kalamazoo is an anti-racist organization on a mission to eliminate racism, empower women, stand up for social justice, help families, and strengthen communities. As a member association of YWCA USA, one of the oldest and largest women's organizations in the nation serving over 2 million women, girls, and their families, YWCA Kalamazoo is the oldest association in Michigan, founded in 1885. Originally established to provide residential services to young women, today YWCA Kalamazoo serves as a primary resource for economic, gender, and racial justice for all women and girls in Kalamazoo. Because Cradle is housed within the YWCA, this role is administratively part of the YWCA team and carries the title of Vice President of Community Health.



The Opportunity: Executive Director



The Executive Director of Cradle Kalamazoo, also holding the title of Vice President of Community Health (YWCA) provides strategic oversight and leadership in addressing the root causes of health inequities that affect infant mortality in Kalamazoo County. Reporting to the YWCA CEO, the Executive Director is the primary convener of all Cradle partners in their work to reduce infant mortality in the Kalamazoo region.

Under the Maternal and Child Health umbrella of the YWCA Kalamazoo, the Executive Director will supervise and guide a team comprised of four Coordinators (Public Health, Health Equity, Community Health, and overall Project), along with the WISH team, with a grant-funded budget of approximately \$1.2M and implement the strategic plan (finalized in July 2023). Within the YWCA, the role will have accountabilities like other executive team peers for the effective and efficient operations.

As the primary champion and face of the Collective, the Executive Director will represent the tangible impact of Cradle in the community. They will build on the existing relationship and resources and strengthen the Collective's work, continually advocating for the purposes and goals of Cradle. The Executive Director will be the chief strategist and implementor of Cradle's new strategic plan (approved July 2023) to ensure revenue and the incoming funding for Cradle into the future. This dynamic leader will lead both strategy and vision while ensuring that the team and its sub-committees pursue the multiple tasks and details necessary to accomplish the work. Ultimate success in the role will be defined by greater awareness of Cradle's work and outcomes, engagement and expansion of the partner agencies, and long-term reduction of infant mortality.

Performance Expectations

Collaborative Leadership and Collective Management

- Guide the partnerships (individually and collectively) with Cradle Kalamazoo agencies to drive vision and strategy, support aligned activities, establish shared measurement practices, build public will and continual engagement, and advance policies that support health equity throughout the initiative.
- Connect the Backbone elements and all committees by being the glue, ensuring that collaboration, communication, and learning are achieved and advanced.
- Collaboratively develop and ensure programs are mission-driven, in line with strategic plan goals including the development of new program components.
- Organize the Initiative elements, follow/adjust routines, resource the needs of each Committee, and remain flexible when responding to change.
- Develop an annual operating budget as part of the YWCA's established processes and ensure that the Collective operates within budget guidelines. Regularly monitor budgets and cash flow statements and maintain consistent reporting. Ensure progress towards achieving goals and strategies including tracking and reporting grant outcomes and forecasting future needs. Keep the Governance Committee apprised of all significant budgetary changes.
- Lead and manage staff through a lens of flexibility, openness to suggestions, and the ability to resolve/mitigate conflict.
- Ensure the vibrancy of the initiative through a robust funding stream. Serve as the lead face for all revenue and hold accountability for the funding of the initiative, including partnering with the YWCA development team to develop a specific fundraising plan for Cradle's future.

Partnerships and Community Awareness

- Effectively represent Cradle Kalamazoo by identifying and building relationships in the community by engaging and expanding contacts with local organizations, regional agencies engaged in similar work, the private sector, and individuals deeply connected to the mission of Cradle.
- Represent Cradle visibly throughout the Kalamazoo region and ensure widespread understanding of how the initiative addresses the needs of the community and is clear on the provided programs and services that are offered.

- Cultivate community ownership in the region that strives to be inclusive and authentic, conveying the importance of Cradle's outcomes for the well-being of all people in Kalamazoo.
- Lead the development of impact-driven marketing and communication plans that boost community awareness of the initiative. Oversee and ensure the Cradle website has timely and relevant resources to both serve the community through education and promote the work and outcomes of the Collective.
- Create new and innovative marketing and outreach strategies using technology and social networks to increase the organization's visibility for diverse, new audiences that both identify Cradle Kalamazoo and align with the YWCA.
- Recruit and cultivate partners that expand the reach of Cradle's collective impact efforts.
- Engage, convene, facilitate, and support partnerships with key stakeholders and community members.

Administrative Operations

- Lead the Cradle team (four coordinators), and WISH team and ensure all YWCA guidelines, policies, procedures, and practices are followed. Ensure an effective team through regular communications, meetings, and investment in team growth, individually and collectively.
- Provide operational, partnership, and budgetary guidance for YWCA Reproductive Health Fund and represent the Fund among local and national partners.
- Review, recommend, and oversee the implementation of appropriate curricula, materials, and supplies for the program.
- Coordinate clinical partnerships with the four health systems, and other clinical providers, in Kalamazoo to research to support a streamlined and standardized intake and referral process to increase health equity and access to care.
- Safeguard confidential information gained because of the position and comply with YWCA policy regarding required reporting of child abuse.
- Integrate activities, work plans, and strategies of Cradle Program Coordinators to ensure alignment and communication.

The Qualified Candidate

Cradle Kalamazoo is looking for an impact-driven individual, who understands the inequities and disparities that exist in public health and is driven for change. The successful candidate will be detail orientated and possess stellar communication skills and be able to communicate with key stakeholders and partners. Must embody a passion for the mission and be a proactive advocate for the initiative.

The successful candidate will have a strong comprehension of the root causes of infant mortality, health inequities, public health interventions, and the social determinants of health. Additionally, they will have a record of accomplishments of supervision, program development, evaluation, and facilitation. They will also have an understanding and interest in reproductive justice.

Attributes and Requirements

- 8+ years of working in the public health sector, with a deep interest in reproductive justice. Demonstrated skill in addressing health disparities preferred.
- Experience with grant writing and grant management required.
- Familiarity with coordinating multi-disciplinary and multi-sector collaboration under shared management.
- Experience with program management and development, research and evaluation, community organizing, and strategic planning.
- Eagerness to learn about the range of fields that impact health equity, root causes of infant mortality, structural racism, racial equity, and the social determinants of health.
- Demonstrated ability to work with, and supervise, people of diverse backgrounds.
- Ability to manage and prioritize in a demanding position and comfortability with ambiguity.
- Must have strong communication skills, both written and verbal.
- Master's degree or equivalent work experience is required.

Don't check off every box in the requirements listed above? Please consider applying anyway! Studies have shown that underrepresented communities — such as women, people of color, LGBTQ, people with disabilities, and immigrants — are less likely to apply to jobs unless they meet every single qualification. Cradle Kalamazoo is dedicated to building an inclusive, diverse, equitable, and accessible workplace that fosters a sense of belonging — so if you're excited about this role but your past experience doesn't align perfectly with every qualification in the job description, we encourage you to still consider submitting an application.



How To Apply

Our search partner, KEES, has provided us with marketplace research to set the salary range. The salary begins at \$100,000, commensurate with experience. YWCA Kalamazoo offers an excellent benefits package, a generous PTO policy, a friendly and diverse office environment, and a commitment to dignity and respect in the workplace. Relocation assistance is offered.

COVID-19 considerations: Due to the low transmission rates of COVID-19 in our community, YWCA employees are not required to wear a mask or remain six feet apart from others while working. Employees can choose to wear a mask to prevent the spread of respiratory illnesses, as recommended by the Centers for Disease Control (CDC).

If YWCA employees receive a positive COVID-19 test, they must provide the Human Resources department with a copy of a positive PCR test result upon receipt.

YWCA continues to monitor state and federal agencies for recommendations and safety guidelines and make changes if warranted.

It shall be the policy of the YWCA to provide equal employment/service opportunities to all qualified persons and to administer all aspects and conditions of employment/service without regard to race, religion (including religious dress and grooming), color, sex, gender, FMLA leave, sexual orientation (including heterosexuality, homosexuality and bisexuality), gender identity (including gender-related appearance and behavior), pregnancy (childbirth, breastfeeding, or related medical conditions), age, national origin, ancestry, physical or mental disability, height, weight, military, or veteran status, genetic information, marital status, ethnicity, alienage, or any other characteristic that is protected by law, in accordance with applicable federal, state, and local laws. Equal employment opportunity includes, but is not limited to employment, training, promotion, demotion, transfer, leaves of absence, and termination.

In addition, the YWCA prohibits and will not tolerate any discrimination or retaliation because an employee engaged in any activity that is protected by law.

APPLY HERE

To ensure confidential tracking of all applicants, no applications will be accepted via email. **ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE.**

All candidate-submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check. KEES utilizes a 4-step screening process, the first of which is the formal Candidate Application. Applications are reviewed by the KEES team and advanced through various stages of inquiry and confirmation. All applicants will be notified of the outcome of the search, which generally runs through a period of up to 20 weeks. Based on the timing of your specific application, you are welcome to reach out for information on the timeline.

This search is being managed by Heather Eddy and Randi Blasutti of KEES. Questions may be addressed to rblasutti@kees2success.com.

Please submit your application as soon as possible. Applications are accepted on an ongoing basis, and the search will remain open until a hire is made. Candidates who submit a formal application by August 31, 2023, will be given the highest consideration.

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in nonprofit and public sectors. A woman-owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit [KEES](https://www.kees2success.com).

