



Date: March 20, 2015
To: Community Catalyst Board of Directors
From: Rob Restuccia
RE: Assessment of the Executive Director's Goals for 2013-2014
Executive Director Goals March 2015 - March 2017

Assessment of the Executive Director's Goals for 2013-4

1. Develop a implementation plan and team for the strategic plan with regular reports to the Board of Directors

The strategic plan was used as a guiding framework for organizational planning. The plan was used to frame our yearly goal setting. We structured our reports to the Board based on the plan. We regularly reported on the progress on the plan to the Board and recommended to make a mid-course modification to the plan.

2. Prepare Community Catalyst for post-ACA environment by expanding its work on consumer engagement and on cost and quality.

*We have greatly expanded our work around consumer engagement and consumer engagement in cost and quality in preparation for the post ACA environment. We have established Community Catalyst as a leading consumer voice on these issues. The Voices for Better Health project is focused on promoting consumer engagement. Our paper, **The Path to a People Centered Health System, the Next Generation of Consumer Advocacy**, provides a framework for the next generation of this work among state advocates. With the grants from RWJF, Hartford and AP, we well positioned to provide leadership of this work. As a result of our work in all our programs and projects, advocates have shown increased interest in focusing on the issue of consumer engagement cost and quality and they have a better understanding of how the issue of access relates to the work of cost and quality.*

3. Plan and implement regular communication with Board of Directors at least once between Board meetings.

We have improved the communication to the Board in the past two years. This includes memos and phone calls between meetings, special meetings around the Atlantic Philanthropies proposal, and great engagement of Board members around programmatic issues. Jacquie and I meet with Wendy the Board chair on a regular basis.

4. Further diversify Senior Management Team and staff, emphasizing representation of people with disabilities and Hispanic background.

We have strengthened our recruitment process which has resulted in a more diverse staff. From October 2013 to March 2015, organization grew (in total staff) by approx. 18% and overall diversity (people of color) increased from 31% to 34%. Growth has been most significant among administrative staff (27% to 62%); program staff has decreased slightly (36% to 31%); and SMT has essentially remained unchanged. LGBTQ population has increased 12% to 16% and the overall female/male ratio has increased from 77/23 to 80/20. Hopefully, the management assessment by Root Cause will assist us in moving forward on diversity of SMT.

5. Undertake a sabbatical in such a way as to be a next step in succession planning.

Succession planning was a key part of the preparation for my sabbatical. Jacquie was appointed the interim Executive Director in my absence directing the organization. We used it as an opportunity to build the leadership capacity of senior managers. Succession planning became an important topic in my supervision of senior management members. My sabbatical also lead to us think about our management structure in an intentional way and we have hired a consulting firm to support us in looking at our management structure to better position us for the future with succession planning being a key component of that planning conversation.

6. Develop non-grant fundraising as a significant source of funding for the organization.

We increased our individual donations through an anniversary event, house party and large contributions from private donors for specific projects. We are in process of assessing individual program. We have completed a business planning process focused contract income and are working on developing a capacity to apply for federal grants.

Goals and Anticipated Outcomes for March 2015 - March 2017

1. Develop a more articulated vision for the consumer health movement and the role of Community Catalyst and Community Catalyst Action Fund through a new strategic plan

Anticipated Outcomes and Indicators

- Increased clarity of Community Catalyst's overall role in the consumer health movement among staff, board, key stakeholders and public officials.
 - Complete implementation of the C4 strategy by the end of 2015
 - Develop a process for review of Community Catalyst's role in building network of state advocates by June of 2016
 - Complete new strategic plan by end of 2016
 - Changing to the middle of 2017 due to the elections
 - Create more synergy between C3 and C4
2. Implement a new management structure and continue the work of diversifying the organization and succession planning

Anticipated Outcomes and Indicators:

- Increased effectiveness of the management team
 - Conduct a yearly evaluation of the effectiveness of the senior management team
 - Implement changes in management structure recommended by the consultant process
 - Increased the diversity at all levels of the organization
 - Conduct an analysis of the staffing structure in relation to the issues of diversity with a particular focus on people of color
 - Built a leadership pipeline/talent pool to ensure leadership continuity
 - Each senior manager has a succession plan in place
 - Identified staff who are developing their ability and skills to take on parts of the senior manager's work
3. Diversify the funding base among individual donors and other non-foundation sources

Anticipated Outcomes and Indicators

- Increased outreach, prospecting, solicitation and the number of grants and contracts
- Significant increase in revenue from the above sources

4. Increase Community Catalyst's visibility with key constituencies

Anticipated Outcomes and Indicators

- Increased the credibility of Community Catalyst's leadership with federal policy makers, opinion leaders, media, and funders
 - The number of contacts with policy makers and legislators has increased
 - Conducted an evaluation to determine Community Catalyst effectiveness and credibility
 - Increased visibility and presence in DC
 - Strengthened the connection between communications and development