



Chief Executive Officer

March 2023

The Mothers Matter Centre (MMC) believes that mothers are the catalyst for change within their families and communities.

We are a national consortium of organizations dedicated to serving socially isolated and low economic status mothers, children, and their families. The Mothers Matter Centre's programs equip isolated and economically vulnerable mothers, including newcomers, refugees and indigenous mothers, with the tools to become engaged citizens and confident parents and to prepare their children for success in school. These compelling and evidence-programs are implemented by partner agencies and organizations across Canada, with MMC providing programming leadership, curriculum development, research and thought leadership.

Our mother-to-mother approach is unique: we work with isolated mothers where they live – at home – connecting them with other mothers in their communities who share an intimate awareness of the issues and challenges they face.

Since our inception 25 years ago, the Mothers Matter Centre has transformed over 55,000 lives, having helped 21,000 mothers gain new skills and abilities essential to strengthening mother-child relationships. This means their children and families were better prepared to get the most from their early school experiences. To

Now, with the Centre's founding President & CEO retiring, the Board is seeking a new leader to build on the Centre's incredible success and impact. This is a phenomenal and rare opportunity for a passionate new leader to:

- make a tremendous difference in the lives of hard to reach and socially isolated people in our country,
- anticipate and build for the Centre's future needs as immigration levels climb,
- prioritize, plan, and execute the Centre's new strategic plan (see below),
- raise the Centre's profile across communities of interest, and the public broadly, and diversify the Centre's funding sources,
- continue to engage and leverage a dynamic and committed staff and Board group.

The President & CEO reports to the Board of Directors and is based in Vancouver at the MMC's headquarters.

The following pages provide more information on the Centre and its candidate needs; application information, compensation, and timelines are on page 12.

ABOUT THE MOTHERS MATTER CENTRE

MMC fulfills a crucial need in Canadian society. Poverty, illiteracy, and social isolation are linked and, together, hurt children. More than 1.9 million women in Canada are living on a low income. That means that one in every five children live in poverty and from birth, and many of our children will have the cards stacked against them. Additionally, across Canada, 50% of status First Nations children live in poverty, a figure that increases to 62% in Manitoba and 64% in Saskatchewan. We also know that poverty, low literacy, and exclusion are inextricably linked and all part of the same problem.

MMC was founded to serve socially isolated and low economic status mothers and their families using our proven mother-to-mother approach. Our foundational program, Home Instruction for Parents of Preschool Youngsters (HIPPY), was piloted in 2000 at the Britannia Community Service Centre in Vancouver.

HIPPY Canada transitioned to Mothers Matter Centre in 2017 and, in addition to sustaining and growing the flagship HIPPY program, MMC expanded its program offerings based on HIPPY's novel approach of mothers working with mothers in their homes.

The Mothers Matter Centre is the national licensing and monitoring body for all HIPPY sites in Canada. It ensures that all program staff are provided with the monitoring and support, professional education training (in a train-the-trainer format), and performance management processes that contribute to better operations, service, and outcomes for HIPPY participants.

OUR MISSION:

To empower isolated, at-risk mothers by helping them develop the knowledge and capacity they need to take control of their lives and become confident parents and engaged citizens.

OUR VISION:

To foster a Canadian society where all mothers and children can achieve their full potential and lead enriched lives.

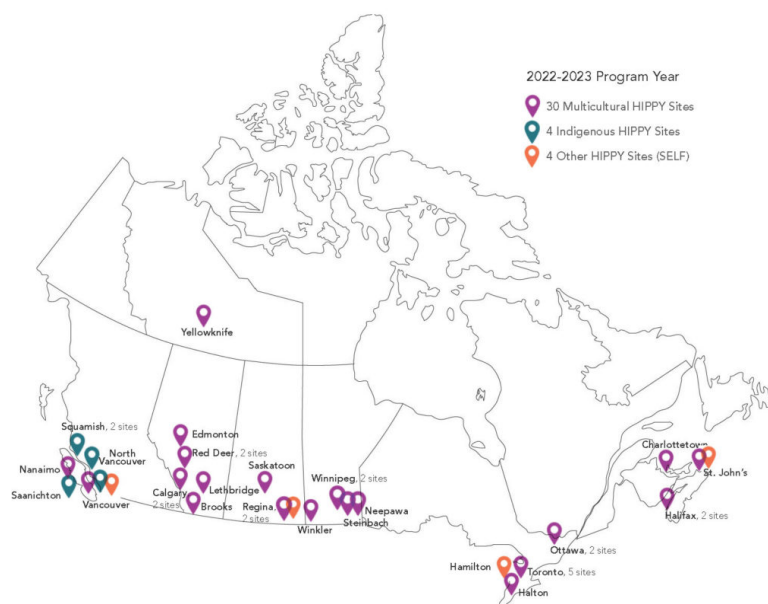
Our programs are designed to break the intergenerational cycle of poverty, low literacy, and social isolation.

As a registered Canadian charity, MMC is led by a [Board](#) of Directors and 12 staff. MMC has an annual budget of around \$2.9 million. Most of its funding comes from Immigration, Refugees and Citizenship Canada. Audited financials are available by request.

For more information see <https://mothersmattercentre.ca>

HIPPY: MOTHERS MATTER CENTRE'S FOUNDATIONAL PROGRAM

Developed in Israel some 60 years ago, HIPPY and HIPPY-inspired program are offered in over ten countries. HIPPY began in Canada in 2001 and was the foundational program for Mothers Matter Centre. It has since expanded to 38 sites across Canada, each of which helps 35 – 100 families each year.



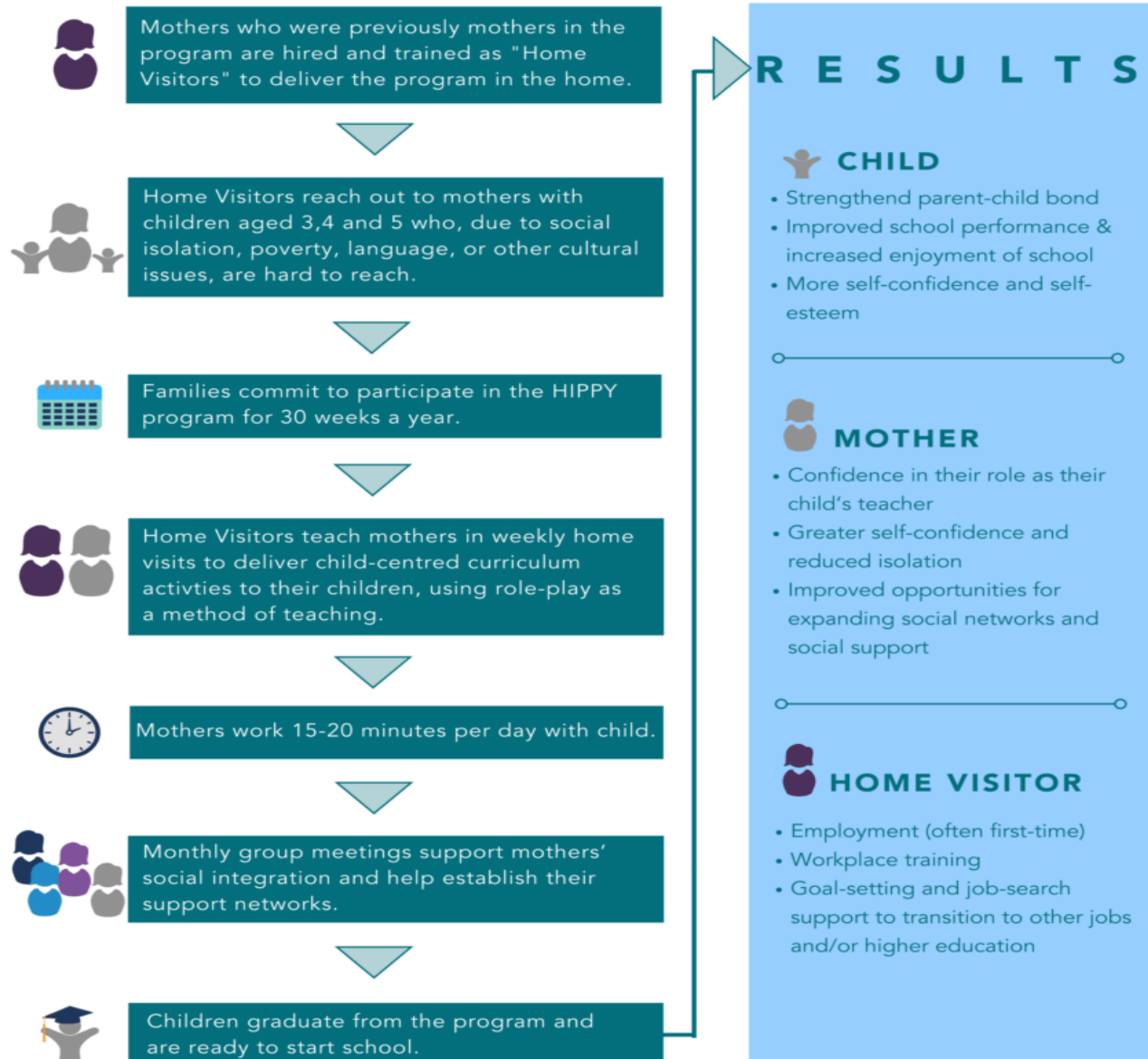
Through the MMC, the HIPPY program operates in Canada under two distinct branches: Indigenous HIPPY and Multicultural HIPPY, each of which has modified the core curriculum and delivery strategy to address cultural requirements.

The HIPPY programs are operated by organizations serving newcomers and refugees, by Indigenous Social Purpose Organizations (SPOs), and by First Nations communities. The MMC currently supports 1,144 parents (mostly mothers) and their children.

Overall, the MMC leads the program quality control and performance management of the HIPPY program, including the training and professional development of Site Coordinators and Home Visitors. The program is evidence-based and is implemented in the home to support economically vulnerable and isolated mothers in their critical role as their child's first and most important teacher. HIPPY strengthens families and communities by empowering mothers to actively participate in Canadian society and to prepare their children for success in school and life.



How HIPPY works



OTHER MOTHERS MATTER CENTRE PROGRAMS

In addition to HIPPY, the MMC leads other programs based on the unique mother-to-mother approach. These include programs that use the core HIPPY model but have added elements for increased efficacy in other contexts, and new programs based on core HIPPY principles. The MMC also innovates new programs that are unique to HIPPY but still serve socially isolated and economically vulnerable mothers and their children across Canada. They include:

The recently announced *Right to be Ready* [campaign](#) focuses on key factors that ensure kids enter school with confidence and security, such as literacy, nutrition, adequate shelter and clothing, safety, and the vital importance of play. These all help kids launch into learning with ready minds and open hearts. The campaign's social media activities, community dialogue series, and conference will together work to address the inequities of preschool preparedness and advocate for children's fundamental right to have what it takes to succeed in school and life.

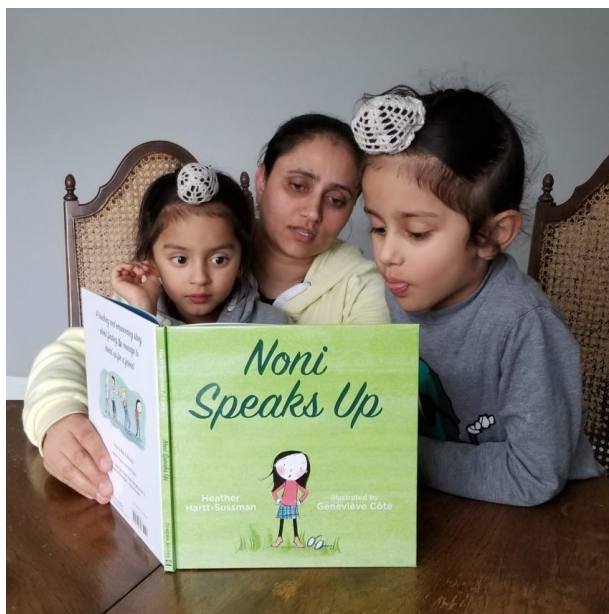
[Bond to Literacy](#): a 12-week early literacy program adapted from the HIPPY program for low-income, disadvantaged families who struggle with issues that may prevent them from making a long-term commitment.

Our myriad [other](#) programs are designed to help immigrant families settle into Canadian society, be it through language skills, professional development, growing understanding of Canadian life, and many more. The Mothers Matter Centre and its partners' research, design, test and evaluate the feasibility of social innovations to ensure the well-being, dignity, and social connections of high-risk vulnerable mothers.

We are committed to a comprehensive performance management process that holds itself accountable to its stakeholders, funders and, most importantly, to the families it serves. This process gives us real-time data needed to adjust programming strategies to better serve clients. The performance management approach helps us and our partners measure and understand the process of change.

LEADING THE WAY: STRATEGIC PLAN 2022 – 2025

We know that demand will increase, and service delivery models will evolve in the coming years. For instance, based on increasing immigration rates, the MMC can anticipate continued demand for services over the next several years. Additionally, mothers and their children who are newcomers



and refugees will face increasing obstacles in places where views are less progressive. The impacts of covid have also increased the need for social supports.

As businesses increasingly utilize artificial intelligence and robotics, many entry level jobs may be displaced thus there will be greater challenges for mothers seeking entry level positions to find job placements as these entry level and front-line job opportunities decline.

“Service adaptability” (e.g., the transition to digital service delivery) and program innovation (e.g., creating pet food banks) spurred on by the pandemic also allow for increased support to the

most vulnerable and hard-to-reach communities.

These and other factors have guided the establishment of MMC’s new Strategic Plan, *Leading the Way*. The full strategic plan is available by request; its five key strategies are:

1. Research and Thought Leadership

The MMC is a world class thought leader that promotes the inclusion of socially isolated and economically vulnerable mothers and their children.

Objectives:

- a) The MMC National Office creates a Centre of Excellence that generates new research, knowledge, and best practices to promote the social and economic inclusion of isolated, economically vulnerable mothers and their children.
- b) The MMC creates research partnerships (with universities or private firms) to quantify social return on investment of programs.
- c) The MMC is a leader in implementing meaningful performance management program and evaluation.
- d) The MMC develops a strong public profile and strengthens advocacy regarding 2 issues of socially isolated and economically vulnerable mothers and their families.

2. Programming Leadership

Together with community and academic partners, the MMC develops, supports, and innovates evidence-based programming for socially isolated, economically vulnerable mothers and their children. Objectives:

- a) The MMC develops and oversees the successful implementation of relevant, innovative, and high-quality programming.



- b) Cultivate a reliable and highly effective network of community partners to deliver programs across Canada.

- c) Build a hybrid program delivery strategy that incorporates lessons learned in COVID19.

- d) The MMC provides high quality professional development for delivery partner staff.

3. Brand Renewal

The MMC brand demonstrates strong impact and awareness as a national organization.

Objectives:

- a) Rebrand the Mothers Matter Centre to “Mothers Matter Canada”.
- b) Implement a digital marketing program with funders and partners.
- c) Leverage corporate and community partnerships to increase brand awareness.

4. Sustainable Funding

The MMC continues to be highly regarded and financially supported by funders and sponsors.

Objectives:

- a) Implement a strategic fundraising program.
- b) Build operational and capital reserves.
- c) Increase number of revenue streams.

5. Organizational Capacity

The MMC builds human resource capacity to grow programs and deliver strategic plan outcomes.

Objectives:

- a) Increase staff to meet program expansion goals.
- b) Update Board Governance and Board Succession Plan.
- c) Update technology systems.
- d) Oversee the successful implementation of the MMC Strategic Plan.

PRESIDENT & CEO POSITION OVERVIEW

This President & CEO provides strategic leadership for the operations of Mothers Matter Centre, and contributes towards corporate direction, policy, and decision making while achieving the overall corporate mission, goals, and objectives. This position is a key communication link within the administration and between the administration, Board of Directors, major funders, delivery sites and other stakeholders.

KEY ACCOUNTABILITIES:

- Directs the work of professional and technical staff in all matters relating to the broadest provision and facilitation of the Mothers Matter Strategic Plan adopted by the Board of Directors.
- Identifies funding strategies and private and non-profit sector sources that will ensure the long-term sustainability of the MMC.
- Oversee the branding, awareness, and social impact of MMC's programs at a national level.
- Maintains a broad political and business perspective on our national social agenda and provides strategic guidance and professional advice related to the MMC's potential role in serving that agenda as it relates to isolated mothers.
- Plays an active and visible role in building a culture of continuous improvement and innovation related to program development, building, and sustaining partnerships and performance management.
- Ensures all work units within the MMC prepare business plans that are: evidence based, consider expressed community needs, strategically focused, goal oriented, practical, visibly implemented and within the resource capabilities of the corporation.
- Ensures that work unit business plans meld with the Mothers Matter strategic and business plans; function within the established fiscal parameters, and consider the context of local, regional, and national trends, issues and demands.

- Acts as a key advisor to the Board of Directors regarding corporate issues such as strategic planning, financial planning, business planning and human resource policy. Evaluates, monitors, and makes recommendations to Chair of the Board and Executive Committee on the actions, results, and requirements of the MMC.
- Coaches, mentors, supports, and provides advice to staff who are both directly accountable to CEO and indirectly to other staff or principles within various delivery sites associated with the MMC.
- Prepares, and directs the preparation of, reports for Board of Directors, Board Committees, and key funders.
- Maintains contacts with a broad range of social and community-based organizations and agencies for the purpose of information sharing, partnerships, joint ventures, and collaborations.



- Confers with Federal and Provincial governments, private businesses, other communities, and peer organizations to become aware of, and implement, best practices for the delivery of social programs and entrepreneurial activities.

- Manages the HIPPY International Site License Agreement and collaborates with the HIPPY International network on research and program innovations.

- Oversees and seeks research opportunities, community engagement and knowledge

dissemination through academic and research networks and post secondary institutions

- Ensure compliance with all relevant legal and regulatory requirements of the organization and seek professional guidance concerning any uncertainties.

IDEAL COMPETENCIES:

Everyone has a wide array strengths and competencies. In considering the ideal new President & CEO, the Board, and staff of MMC are hopeful that the new President & CEO will possess some combination of these factors:

- Strongly aligned to the MMC's vision and mission. They will have a passion for eradicating social exclusion and poverty, and a keen understanding of the global geopolitical factors that influence them.
- Personally allied with people the MMC serves, either through lived experience, or driven by empathy. They will have an unquestioned ability to engage with diverse cultures, groups, and people. An active and excellent listener.

- Visionary and strategic. They will be deliberate and thoughtful in approach, bringing critical oversight to our programs. They will balance broad supervision with an understanding of the breadth and diversity of MMC's work yet be single-minded in the pursuit of strategic excellence.
- An exceptional leader. Consultative and communicative by nature, they will be open and accessible, creating a safe space for creativity. Their empowering style will be balanced with decisiveness and a clarity of communications. They will be a champion of professional and personal growth. A mentor and positive role model with the ability to initiate, motivate, integrate, and delegate.
- A highly relational influencer and champion. They will have highly developed skills in fundraising and communications to build fruitful relationships with partners. Their ability to build alliances and coalitions, furthered by a knowledge of the language and NGO's, will allow for leveraging the MMC's incredible successes and reputation. Politically savvy, they will be adept at making and maintaining connections with government influencers.
- Grounded in the social profit sector. They will be adept at leveraging and managing a Board and Board relationships, understand the common challenges across the sector, and be excited by the contributions made by sector.
- Energetic, self-motivated, and a self-starter. They will be bold and ambitious, tempered with tact and diplomacy to move us forward. Persistent and focused, they will be thoughtful about risk, recognizing priorities and changing approaches.

DESIRED BACKGROUND, SKILLS, AND EDUCATION

- Considerable knowledge of best practises associated with the management of a diverse organization operating in a social environment at a national level.
- Significant administration and management experience at a senior level. Ideally experience supervising multiple disciplines.
- Ability to plan, manage and deliver results in an environment of mixed disciplines and high expectations for integration, collaboration, and innovation.
- Ability to establish and maintain effective working relationships with Government officials, representatives of other agencies and key funders, the media, and staff.
- Thorough knowledge of community and government engagement, from consultations with senior public officials to negotiations with funders and service delivery sites to community capacity building with collaborators.
- Knowledge of generally accepted accounting, budgeting, and financial procedures.
- Knowledge of safety procedures and policies.
- Ability to prepare and present complex policy and technical reports verbally and in written form.

- Degree in a relevant field such as business, social services, or public administration, preferably supplemented by a master's degree, or other equivalent education or training.
- Memberships in various disciplines is encouraged, in areas such as early childhood education, adult education association and Not-for-Profit Management Associations.

INFORMATION FOR CANDIDATES

Studies have shown that women and people of color are less likely to apply to jobs unless they meet every single qualification. At the MMC we are dedicated to building a diverse, inclusive, and authentic workplace, so if potential candidates are excited about this role but your past experience or competencies don't align perfectly with every desired trait listed above, we encourage you to reach out anyways. You may in fact be just the right candidate for this or other roles.

Applications, enquiries, and nominations to the MMC's search partner, The Discovery Group, are welcome. Please contact Christoph Clodius, Vice President of The Discovery Group, at christoph@thediscoverygroup.ca.

Deadline: All submissions should be received by April 28, 2023.

Compensation: Mothers Matter Centre offers a comprehensive benefits package, including extended medical and dental health care coverage, an RRSP contribution, and a compensation range of \$130,000 - \$150,000 depending on the skills and experience of the incumbent, plus performance incentive pay.

Mothers Matter Centre is committed to the principles of equality and diversity in the workplace. We aim to hire the best candidate for the position based on their qualifications and merit in terms of knowledge, skills, and experience. We encourage and support candidates with diverse backgrounds and lived experiences to apply.