EXECUTIVE SUMMARY

Tucked away on a secluded 15-acre plot in one of the Caribbean’s quieter islands is a treasure of a treatment center—and a wonderful example of the triumph of the human spirit over the travails of alcohol and drug dependency.

Crossroads Centre Antigua was established in 1998 by music legend Eric Clapton. Known throughout the world as one of the most accomplished and influential guitarists of all time, the 18-time Grammy Award winner is equally respected for making the gift of recovery accessible to thousands of Caribbean residents and visitors through his creation and continued support of Crossroads Centre.

Fifteen years later, Crossroads Centre has earned a loyal following—especially in the Caribbean, North America and northern Europe—as a special refuge, a

1. [http://crossroadsantigua.org/](http://crossroadsantigua.org/) (text links are provided for those reading this document offline.)
safe and serene place where families and individuals at a crossroads because of drug or alcohol abuse can find hope, help and a path to a new life. Staffed with experienced and internationally recognized professionals, Crossroads offers therapeutic and supportive residential care grounded in a comprehensive 12-step model in a setting that Forbes magazine called “superb” in its feature of top picks for recovery centers around the globe.\(^3\)

Crossroads Centre Antigua is in search of an exceptional executive who combines commitment to recovery and success as a nonprofit CEO with the operational and cultural capabilities to lead a multicultural staff serving a multinational clientele.

THE CLIENT

Crossroads Centre Antigua is a highly regarded provider of alcohol and drug addiction treatment services to individuals and those affected by the disease of addiction. Now in its 16\(^{th}\) year of service to the field, Crossroads is the most prominent treatment center in the Caribbean. Its secluded location and low client/staff ratio make it a facility of choice for those seeking treatment in safe and nurturing place and a confidential environment.

Crossroads actually comprises six separate facilities in four compounds, two on Antigua and four in south Florida:

- **Crossroads Centre**, the 36-bed treatment facility on Antigua that is the core of the operation;
- **Bevon House**, a 16-bed halfway house specifically created for Antiguan residents; and
- **The Sanctuary in Delray Beach**,\(^4\) a transitional environment for those in early recovery, with four residences in two gender-separate compounds for men and women who have completed a residential treatment program (at Crossroads or elsewhere) and who desire the benefit of a structured reentry in a safe, supportive 12-step setting.

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\(^3\) *Forbes*, December 26, 2006

\(^4\) [http://www.sanctuarydelraybeach.com/](http://www.sanctuarydelraybeach.com/)
All told, Crossroads employs about 60 full-time staff in its various facilities. Many of them have years of service with the centre, and both the managing director and the executive officer have been with Crossroads since its inception. Crossroads is funded through patient fees and donations from alumni, their families and other grateful supporters. Eric Clapton remains steadfast in his commitment to making Crossroads’ services available to Antiguan residents who otherwise would not have access to residential treatment services.

That commitment is most publicly evident in the highly acclaimed Crossroads Guitar Festivals, held every three years since 2004, the proceeds from which are specifically designated for Crossroads. Indicative of fellow musicians’ respect for Eric Clapton and the Centre, the 2013 Crossroads Festival sold out Madison Square Garden two nights running and featured some 30 musicians and groups, including many with global followings of their own.

Additionally, Crossroads has benefitted from the proceeds of three highly successful guitar auctions featuring some of Eric Clapton’s most treasured guitars, one of which sold for just under US$1mm, then the highest price ever paid for a guitar at auction.

Crossroads Centre is owned and operated by Crossroads Inc., a nonprofit organized under the laws of Antigua and Barbuda; audited financial statements are prepared each year by Grant Thornton. The sole member of the corporation is the Crossroads Antigua Foundation (TCAF), a charitable trust based in the United Kingdom. In the US, the Crossroads at Antigua Foundation (TCAAF) is an IRS-approved 501(c)(3) nonprofit corporation, of which The Sanctuary at Delray Beach is a wholly-owned subsidiary.

As of the most recent annual statements, dated June 30, 2013, Crossroads collectively had assets of about US$27 million, principally as follows: $9.9mm in the US foundation, $7.9mm in the Centre itself, and $9mm in the UK charitable trust. This solid funding base has allowed programs to flourish even during the recent recession, when revenues were less consistent or predictable.

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5 http://en.wikipedia.org/wiki/Crossroads_Guitar_Festival
6 http://www.crossroadsguitarfestival.com/
7 http://en.wikipedia.org/wiki/Blackie_%28guitar%29
8 Figure for the UK trust is from the 2012 audit; because of the most recent guitar auction, the number is actually higher today
Crossroads Inc. is governed by the board of the Crossroads Antigua Foundation; TCAF’s trustees are long-time advisors and supporters, and most are based in the United Kingdom. A separate board governs TCAAF. Eric Clapton is the common trustee between the two.

THE OPPORTUNITY

The demand for the supportive residential treatment services offered at Crossroads is virtually inexhaustible, but several factors have contributed to a fluctuation in full-fee clients in recent years.

Chief among them, of course, was the pervasive recession. Additionally, post-9/11 security between the US and the Caribbean made passports a necessity for travel between the countries, thus eliminating those potential clients who may have been reluctant to wait the several weeks required to acquire or update their passports.

Further, air service to the island is limited to a handful of gateway cities, which means travel to/from the island requires extra effort from those coming from abroad.

Happily, neither of this these inconveniences has stopped committed clients from traveling to Crossroads Centre Antigua, and the organization’s financial strength has allowed it to maintain its legendary high staff-to-guest ratio. In

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9 Currently Atlanta (weekly flights each way), London (thrice weekly), Miami, New York (four flights weekly), San Juan and Toronto (thrice weekly)
fact, the board and management are proud that no jobs were sacrificed on-island because of short-term economic pressures.

Accordingly, Crossroad’s new chief executive will inherit several challenges:

- **Maintain the level of client care** for which Crossroads is well known. Service quality is a treasured hallmark at Crossroads Centre.

- **Ensure deep and fruitful relationships** between and among the various departments (administrative, clinical, medical, support and operations) and manage the pending retirement/change of role of the current managing director. The overarching goal is to perpetuate a welcoming, supportive environment for clients and a productive, rewarding workplace for department heads and staff.

Those familiar with other treatment facilities will not be surprised to know Crossroads has not escaped the occasional tensions between those providing treatment services and those tasked with running an efficient business operation. Managing this tension in a firm, nurturing way will require the CEO to lead with a deft hand.

- **Develop and execute a focused marketing program** designed to strengthen Crossroads’ relationships and awareness among those healthcare professionals—doctors, therapists, counselors and their peers—who should see Crossroads Centre as a compelling resource for clients and their families.

Combined with recommendations from alumni, such referral sources are typically responsible for the majority of clients coming to the Centre from the US, Canada, the UK and Europe. Crossroads’ attention to these relationships has been inconsistent, and the board believes greater visibility with the referring community will be essential to a sustainable business model.

- **Provide full management support** for the pending application for CARF accreditation, formalizing the reputation for quality for which Crossroads is already known among its alumni.10

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10 The self-study portion of accreditation by CARF, the Commission on Accreditation of Rehabilitation Facilities, is underway. While the outcome of the process is beyond Crossroads’ control, the board fully supports efforts to achieve accreditation by year-end 2015.
**Expand Crossroads’ relationships** with potential philanthropic supporters in relevant markets, with a view to diversifying the Centre’s revenue streams.

**Connect more deeply** with Crossroads alumni, ensuring the appropriate messages and mechanisms to support alumni in their recovery and to maintain active links with this important constituency of supporters and advocates.

**Support Crossroads’ focus on mission** with financially prudent operations and outreach. As mentioned, Crossroads has benefited since inception from the extraordinary support of its founder, Eric Clapton, for whom Crossroads continues to be a core mission and a proud legacy. Longer-term, however, Mr. Clapton and the board recognize that the more solid the Centre’s operating results and the more effective its connections with clients, referrers, donors and other supporters, the more secure the Centre’s future will be.

**THE LOCATION**

Crossroads Centre is located in Willoughby Bay, Antigua. Antigua (pronounced An-TEE-ga) is located in the middle of the Leeward Islands in the Eastern Caribbean, roughly 17 degrees north of the equator. To the south are the islands of Montserrat and Guadaloupe, and to the north and west are Nevis, St. Kitts, St. Barts, and St. Martin.

As the largest of the British Leeward Islands, Antigua is an English-speaking country approximately 14 miles long and 11 miles wide. The permanent population of some 68,000 is complemented with thousands of visitors annually. Further information on Antigua can be found on the official [government site](http://www.ab.gov.ag/),^{11} the island’s [tourism site](http://www.antigua-barbuda.org/),^{12} and on [Wikipedia](http://en.wikipedia.org/wiki/Antigua_and_Barbuda),^{13} among other sources.

The Sanctuary in Delray Beach is located in [Delray Beach, Florida].^{14} Long known for its vibrant 12-step community, Delray Beach and the surrounding

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^{11} [http://www.ab.gov.ag/](http://www.ab.gov.ag/)
^{13} [http://en.wikipedia.org/wiki/Antigua_and_Barbuda](http://en.wikipedia.org/wiki/Antigua_and_Barbuda)
communities are home to a number of nationally known residential treatments centers.

**THE RELATIONSHIPS**

<table>
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<tr>
<th>Crossroads’ CEO reports to</th>
<th>The Board of Directors, the Crossroads Antigua Foundation (TCAF), a charitable trust based in the United Kingdom. Eric Clapton is the active, committed chair of the board.</th>
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<td>and directs</td>
<td>A leadership team of department directors and managers who in turn supervise a total workforce of about 60:</td>
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<td></td>
<td>• On Antigua, responsible for medical and clinical services, operations, marketing and alumni relations and executive and administrative functions</td>
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<td>• In Florida, responsible for The Sanctuary in Delray Beach</td>
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<td>while leveraging other important relationships, such as those with</td>
<td>• Government officials and business and civic leaders in Antigua, whose support is essential to smooth operations</td>
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<td>• The board of the Crossroads at Antigua Foundation (TCAAF), also chaired by Eric Clapton</td>
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<td>• Healthcare professionals supporting clients and families affected by alcohol and drug addiction, especially those with programs or clients in gateway markets</td>
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<td></td>
<td>• Peer leaders with other treatment centers where relationships with Crossroads exist or would be mutually productive</td>
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<td>• Crossroads alumni</td>
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THE RESPONSIBILITIES

The CEO has overall responsibility and accountability for the success of Crossroads Centre Antigua and its various units, within board-approved values, strategy and guidelines. Broadly speaking, the CEO will have four overlapping mandates:

❖ Long-term strategy of self-sustainability. Crossroads Centre Antigua has been blessed with a generous and supportive champion in founder Eric Clapton, whose enthusiasm for Crossroads and its mission continues unabated. Strategic prudence dictates, however, that Crossroads adopt a long-range goal of self-sustainability to minimize dependency on any one revenue source and to ensure the Centre continues to thrive beyond the engagement of any one funder.

❖ Stakeholder engagement, on island and off. Consistent with the long-term goal of the Centre’s self-sustainability, the CEO must develop and execute a balanced marketing and outreach strategy in the relevant geographic markets off-island to ensure visible, vital and mutually productive relationships with key referral sources. On-island, the CEO must be an effective and visible champion for Crossroads with appropriate government, business and civic leaders, reinforcing Crossroads’ value to the community while personally investing in the island’s vibrancy.

❖ Managerial tone. As the Centre’s most visible leader on site, the CEO must set the right managerial tone, employing a holistic approach to management that fosters a climate of collaboration and teamwork among department heads and staff while ensuring the appropriate disciplines and protocols required of a far-flung multisite service operation.

❖ Operational excellence. With the process to achieve CARF accreditation already underway, the need for continued excellence in all matters—from admissions to discharge, from counseling to aftercare, from facilities to finance—remains a critical priority. Crossroads has weathered many storms, both literal and figurative, and persistent attention to operations has been a key factor in the Centre’s success. As the CEO’s attention expands to include more off-island priorities, the need for strong management of the local operation is even clearer.
THE CANDIDATE

The ideal candidate to lead Crossroads Centre Antigua is an executive experienced in the management of a multisite facility providing addiction recovery services under a sustainable business model. The board is certainly open to candidates from other fields, but deep respect for 12-step programs, for the family dynamics of treatment and recovery, and for relevant medical and clinical issues would be major assets in the CEO’s journey to credibility with staff, clients, families and referral partners.

The CEO must live on Antigua and be—and be seen to be—a committed member of the Antiguan community. Regular travel, primarily to the US and the UK, will be a natural part of the job.

The CEO must be comfortable in the role as chief advocate for Crossroads among relevant audiences, whether locally or internationally. And given the distances between Antigua, the sister operation in south Florida and most of the board members in the UK, a candidate should be proficient at managing relationships from afar, comfortable in judging when to act and when to consult.

Experience: The ideal candidate will offer...

- Philosophic compatibility with addiction recovery principles, programs and people
- A history of success managing service operations involving multiple sites, services and cultures
- A proven record of effective leadership and management in relevant contexts
A strategic perspective balanced with attention to detail
Management experience in a “helping field”
An engaging personal style that invites and promotes collaboration
Proven competency in strategy, marketing, business development and operations
A strong sense of initiative, coupled with a commitment to the team’s success
First-rate communication skills in a variety of settings and media
Experience reporting to a nonprofit board and supporting a board’s own engagement with strategy and reinvention
An advanced degree or comparable experience in fields and functions relevant to Crossroads Center’s mission and aspirations, such as law, social services, business administration, hospitality or nonprofit management.

Culture: We seek a CEO who exhibits...

- Initiative, respect and integrity
- A collaborative, nurturing and transparent management style
- The mindset of an entrepreneurial marketer—an ambassador for the mission who can expand the Centre’s profile, both personally and through strategic investment
- Cultural sensitivity—whether to staff, donors, board members, referring healthcare professionals, or families and individuals in the throes of addiction
- A servant-leader’s humility; an executive ambitious for the mission, not just for oneself
- A record of fostering creative collaborations internally and externally
- A healthy sense of humor and a strong sense of self; someone who approaches the work with grace and confidence
- The ability to thrive in what some might view as an isolating environment (i.e., an island-based treatment center).

Character: We expect to hire...

- An adaptable executive equally comfortable operating in Antigua, south Florida, New York or London
An innovative manager capable of leveraging existing successes to new effect and impact

An authentic, accessible leader for whom this role could be a calling, not just a job

A person of integrity, with a values-driven commitment to excellence, a strong work ethic and an innate sense of service

A careful steward of Crossroads’ assets, whether its people, its facilities or its reputation

A leader who expects excellence and is willing to nurture it in his or her team

An executive who builds trust relationships easily—an especially important asset in an environment where confidentiality and anonymity are prized.

For potential consideration or to suggest a prospect, please send an email with supporting materials to Crossroads@BoardWalkConsulting.com.

or call Ayanna Hunt or Sam Pettway at 404-BoardWalk (404-262-7392).

For the current status of this and other of our searches, visit us at www.BoardWalkConsulting.com.