Planned Parenthood League of Massachusetts

Chief Executive Officer

Boston, MA

Position Specification

April, 2015
The Opportunity

Planned Parenthood League of Massachusetts (PPLM) seeks a dynamic Chief Executive Officer (CEO) to lead the preeminent reproductive health care provider organization in the state.

This is an exciting opportunity to provide strong leadership and vision to a nationally recognized $20 million organization with over 225 employees, which operates seven health centers across the state and serves 32,000 clients annually. See www.PPLM.org.

The CEO must be an outstanding leader who has the strategic skills to build upon PPLM's successful track record. The CEO must define the organization’s future direction in a time of uncertainty and change in the health care environment, and possess the organizational skills to motivate and guide the organization in that direction.

The PPLM CEO will take charge of a respected, vibrant institution. S/he will benefit from a deeply committed staff, an engaged board, a passionate donor community, a large volunteer network and excellent academic ties. PPLM’s financial position is strong and is considered to be one of the top performing affiliates in the national Planned Parenthood affiliate network.

The Candidate

The right CEO candidate will be a versatile and energetic leader who embodies the integrity and high standards that characterize PPLM. S/he must be capable of directing, motivating, developing staff, and promoting an internal culture of teamwork, meritocracy, and open and honest communication. The position calls for an engaging personality and excellent interpersonal skills.

Candidates must be well versed in the complexities of health care delivery and payment, and creative about PPLM’s positioning in the market as the environment changes. Financial and business acumen, as well as strong communication skills, are essential. Experience in health care in Massachusetts, experience managing in a clinical environment, and experience in a not-for-profit and/or mission driven setting is also valuable.

Fundraising and staff leadership skills, as well as political understanding and an enterprising spirit, are very important. The right CEO must be committed to the mission and willing to clearly articulate that commitment to, as well as foster development of, staff, donors, legislators, volunteers and the community at large. All candidates must enjoy the challenge of leading in a rapidly changing environment, where flexibility, creativity, and nimbleness are essential. The right candidate must:

- Demonstrate strong organizational leadership skills:
  - Have an accessible and open management style that motivates staff, provides them with a clear and consistent sense of direction and accountability, and reinforces teamwork
  - Have the ability to bring a calm and professional management and interpersonal approach to an environment that is fast-paced and politically charged
- Have (or quickly develop) a sophisticated understanding of health care delivery:
  - Familiarity with the complexities of health care reform, including alternative payment models and innovative care delivery models
  - Ability to think creatively regarding payer and provider strategic relationships
  - Familiarity with the Massachusetts health care market (preferred)
  - Facility with new and emerging technologies and their use in operations, communication
and social media

- Possess financial and business acumen, including experience developing and implementing strategic plans and facilitating organizational change
- Be a credible public presence:
  - Possess the experience, poise, communication skills, and inclination to be an effective, outgoing spokesperson for PPLM
  - Show excellent advocacy skills, incorporating tenacity, grace, and resilience in the face of political pressure, media scrutiny, and bureaucratic resistance
  - Be a skillful negotiator and comfortable with confrontation and controversy
  - Have (or quickly develop) relationships with regulators, legislators, and other key Massachusetts stakeholders
- Be committed to development, fundraising and donor solicitation, and stewardship:
  - Partner with the Chief Development Officer to execute fundraising strategic plan(s)
  - Demonstrate excitement about being personally involved in the process
  - Have experience generating major gifts from individuals and foundations
- Demonstrate the highest level of personal and professional integrity
- Show exceptional energy, stamina, and resilience
- Have at least ten to fifteen years of innovative senior leadership experience in a service-driven organization

Critical Success Factors

It is expected that during the new CEO’s first year, s/he will:

- Develop strong and highly collaborative working relationships with staff at all levels, leading to high morale, retention, work satisfaction, and productivity
- Build highly engaged, personal relationships with the 501(c)(3) and (c)(4) Boards of Directors that feature transparent communication and trust, leveraging the Directors’ skills and engaging them with the organization
- Refine the strategic plan and define the direction of PPLM for the next 5+ years
- Sustain strong financial performance, including strong donor commitment
- Strengthen PPLM’s image and position with donors, legislators and the community at large
- Develop and implement a strategic advocacy plan
- Drive the increased use of quality metrics to monitor and enhance patient satisfaction, service excellence, compliance, and other related indicators
- Incorporate quality and service management into all aspects of PPLM operations

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate.

Planned Parenthood League of Massachusetts

PPLM Mission

The mission of PPLM is to protect and promote sexual and reproductive health and freedom of choice by providing clinical services, education, and advocacy. Our vision is that sexual and reproductive health is essential to every person’s well-being.
**History**

For more than eighty-five years, PPLM has protected reproductive freedom and made high quality reproductive health services available in Massachusetts.

PPLM was founded in 1928 as an Emergency Committee to defend a physician who was arrested for exhibiting contraceptive devices during a medical lecture. From the very early days, PPLM provided sexual health clinics to indigent women who were referred by social agencies, physicians, hospitals or clergy. When its clinics were shut down by police in 1937, the agency turned its attention to legislative reform. In the 1940s and 1950s, a commitment to sexual education and contraception referral was born, and in the 1960s and 1970s, PPLM members were instrumental in overturning state laws outlawing contraceptives, and led the effort to make family planning available to low-income families. In the 1980s and 1990s, the organization opened its first modern clinics, established a 501(c)(4) lobbying organization, merged with Preterm Health Services, and moved into its current Boston headquarters.

In the 2000s, PPLM opened four new health centers (partially funded through Title X), implemented Electronic Health Records in all of its health centers, completed a major capital campaign and continued investments in service quality, education, advocacy and research.

**PPLM Today**

Today, PPLM provides sexual health services in seven clinics across the state, educational programs for teens and parents, advocacy for sexual health at both the state and federal level, and groundbreaking research.

Clinical Care: PPLM is the largest freestanding sexual and reproductive health care provider in Massachusetts, serving both women and men. In FY15, there will be over 48,000 recorded health center visits to PPLM’s seven sites, where services include family planning, reproductive health care and well-women exams, breast and other cancer screenings, HPV vaccines, low-cost birth control, pregnancy testing, STI testing and counseling, medical and surgical abortion, emergency contraception, and miscarriage management. PPLM’s Counselling and Referral Hotline just celebrated its 40th anniversary and answers an average of 20,000 calls per year. More than 75 percent of the patients are age twenty-nine or younger, 12 percent are men, and roughly 40 percent qualify for subsidized or free care.

Advocacy: PPLM continues its long tradition of effective public advocacy by working at the state and federal level to ensure access to reproductive health care and responsible health and sexuality education. PPLM works in coalition with a range of other health care, human services, and civil rights groups to advocate for issues of common concern. Its sister organization, the Planned Parenthood Advocacy Fund, is a 501 (c) (4) organization that is governed by a separate board and engages activists in legislative and electoral campaigns in support of the Planned Parenthood mission. The CEO of PPLM also serves as CEO of the Advocacy Fund.

Education: The award-winning PPLM education program, *Get Real: Comprehensive Sex Education That Works*, is now taught in 199 middle and high schools and reaches over 53,000 students. The *Get Real* middle school curriculum was recently designated as an Evidence-Based Approach to pregnancy and STI prevention by the Department of Health & Human Services Teen Pregnancy Prevention Review. PPLM’s school-based programs dovetail with a set of parent education programs to help parents talk to their children about sex and sexuality. PPLM’s professional training programs and products today support
teachers, nurses, social workers, and other professionals who work with youth across the state and country.

Research: In collaboration with the Brigham and Women’s Hospital and other partners, PPLM undertakes clinical research to address the causes and impacts of unintended pregnancies, new contraceptive technologies, and related sexual and reproductive health research questions. The Research Center is largely supported through grants, including a prestigious award from the Society of Family Planning to lead a national multi-site study of data from women’s health facilities around the country.

**Governance and Organization**

PPLM is governed by a Board of Directors that meets four to six times each year, with additional Board committee meetings as appropriate. Board members serve three-year terms and must rotate off after two consecutive terms. The Board is populated with individuals who bring a range of business, healthcare, education, and research experience to support the CEO in directing and guiding the organization.

In FY15 (ending in June), PPLM is projected to have revenues of approximately $19.5 million with 75 percent coming from medical services and the remainder coming from a combination of philanthropy, federal and state grants and education programs. PPLM’s health services payer mix is 40 percent commercial insurance, 36 percent Medicaid/managed care providers, and 24 percent self-pay/subsidized care. The organization services a broad range of low income and underserved communities across the state. PPLM is one of the best performing affiliates in the Planned Parenthood network and consistently meets or exceeds the high standards set for financial sustainability with both a strong income statement and balance sheet.

PPLM has a staff of almost 225 dispersed among the Boston Headquarters and the seven clinics. The organization is led by an eleven member Executive Leadership team and is divided into several departments delivering against the Mission (Healthcare, Education, Advocacy and Research) and five administrative teams supporting the effective operations (Development, Human Resources, Finance, Information Systems and Technology, and Business Development).

**The Changing Environment**

The environment for all health care providers is evolving quickly. The advent of health care reform in Massachusetts and across the country requires new approaches and business strategies. Health services currently generate 75 percent of PPLM’s operating budget, making adapting to the new environment and creating a sustainable model critical.

The organization must continue to strengthen its brand, clarify its role, take advantage of new opportunities in the era of health care reform, pursue productive strategic partnerships, and build ever stronger public recognition and support of the full scope and value of its activities. PPLM must remain nimble in the face of change, vigilant for political and other threats, and agile in responding to them. The organization must evolve its vision and revise its strategic plan regarding its place in the post-reform healthcare market.
Planned Parenthood Federation of America

PPLM is an affiliate of Planned Parenthood Federation of America (“PPFA”). PPFA accredits all affiliates, and provides valuable guidance, resources, and information gathering and sharing across affiliates. PPFA is also a critical advocacy partner. As the CEO of one of the preeminent affiliates, the CEO of PPLM will serve as an ambassador between PPLM and PPFA, and will also be a key strategic leader and collaborator with PPFA.

For More Information

We welcome referrals and nominations. Interested parties please send resume and cover letter to PPLMCEO2123@ZurickDavis.com. For additional questions, please contact Ellen Mahoney or Jeffrey Zegas at 781-938-1975. All contact with ZurickDavis will remain confidential.

PPLM is an Equal Opportunity Employer and actively seeks a diverse pool of candidates in this search.