

Position and Candidate Specification

F E N W A Y  H E A L T H

Fenway Health

Chief Executive Officer

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Mission

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The mission of Fenway Health is to enhance the wellbeing of the lesbian, gay, bisexual and transgender community and all people in our neighborhoods and beyond through access to the highest quality health care, education, research, and advocacy.

History

For 47 years, Fenway Health has been working to make life healthier for the people in the neighborhood, the LGBTQIA community, people living with HIV/AIDS, and the broader population. In 1971, Fenway was founded as part of the free clinic movement by students who believed “health care should be a right, not a privilege.” In its early days, Fenway was a drop-in clinic providing free blood pressure checks and STD screenings. Two years later, Fenway obtained permanent space and incorporated as a freestanding health center with a staff of one volunteer doctor, one nurse, and one intake worker. In addition to other services, most of today's patient services are delivered within Fenway's Federally Qualified Health Center (FQHC), designated by the U.S. Department of Health and Human Services as a community health center staffed by licensed healthcare professionals who provide quality care to all people regardless of insurance status or income level.

In 1978 Fenway Community Health Center applied to become fully licensed by the Massachusetts Department of Public Health, and in 1981 Fenway made the first diagnosis of AIDS in New England. In 1983, in response to the HIV/AIDS epidemic, the Fenway Community Health Center formed the AIDS Action Committee, which later evolved into a thriving, independent entity focused specifically on HIV/AIDS prevention and wellness.

In 2001, Fenway started The Fenway Institute (TFI), an interdisciplinary center for research, training, education, and policy development focusing on national and international health issues. TFI's mission is to ensure access to quality, culturally competent medical and mental health care for traditionally underserved communities, including lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual (LGBTQIA) people and those affected by HIV/AIDS by conducting innovative research and developing education and advocacy programs grounded in the LGBTQIA community. For more information on the Institute, please visit: <https://fenwayhealth.org/the-fenway-institute/>

In 2009, Fenway Health moved into the Ansin Building at 1340 Boylston Street, launching the largest LGBTQIA health care, education, and research facility in the nation.

The Sidney Borum, Jr. Health Center became a part of Fenway Health in 2010. The Borum serves at-risk youth, including LGBTQIA young people, homeless teens and young adults, those struggling with substance abuse, involved with gangs, or doing sex work.

In 2016, Fenway added Family Medicine, providing services to patients of every age group. That same year, the Massachusetts Health Policy Commission named Fenway: South End the first practice in the state to achieve Patient-Centered Medical Home PRIME Certification for integrating behavioral health in primary medical care. Fenway's Ansin Building Practice followed quickly, attaining PRIME Certification in early 2017.

In 2017, Aids Action Committee (AAC) and Fenway formally merged. (AAC) works to stop the HIV epidemic and related health inequities by eliminating new infections, maximizing healthier outcomes for those infected and at risk, and tackling the root causes of HIV/AIDS. For more information on AIDS Action, please visit: <http://aac.org/>

Today, Fenway Health is comprised of three distinct and integrated entities—a Federally-Qualified Health Center, AIDS Action, and The Fenway Institute. It has a combined annual budget of \$130 million with a staff of over 600 full and part-time team members that serves a patient base of nearly 33,000.

Fenway Health Quality Awards

Fenway prides itself in the quality of care it provides its patients and has received numerous recognitions and awards.

- Fenway Health is accredited by the Joint Commission, an independent, non-profit, organization that accredits and certifies more than 20,000 health care organizations in the U.S. Fenway meets the Joint Commission’s nationally recognized standards for safety and quality.
- Fenway Health and Fenway South End are also recognized by the National Committee for Quality Assurance as Patient-Centered Medical Homes (PCMH). In PCMH models, team-based approaches are used to deliver comprehensive, coordinated, patient-centered, evidence-based care.
- In 2016, Fenway South End became the first practice in the Commonwealth of Massachusetts to be certified by the Health Policy Commission as a PCMH-PRIME practice, based on integrating primary medical and behavioral health to better serve patient needs. The Ansin Building received the same certification in 2017.
- Once again in 2018, Fenway Health is proud to have been named an LGBT Healthcare Equality Leader in the HRC’s annual Healthcare Equality Index (HEI). Leader status is awarded to healthcare facilities that attained a score of 100 in the HEI.
- In 2018, Fenway Health was recognized by Health Resources & Services Administration (HRSA) with Quality Awards, including:
 - *National Quality Leader* – as one of 36 health centers having exceeded national clinical quality benchmarks, including Healthy People 2020 goals, for chronic disease management, preventive care, or perinatal/prenatal care.
 - *Health Center Quality Leader* – as one of 411 health centers having placed among the top 30 percent of all HRSA-support health centers to achieve the best overall clinical performance for clinical quality measures, demonstrating high-quality across their clinical operations.
 - *Addressing Health Disparities* – having met or exceeded Healthy People 2020 goals by each race/ethnic group or made marked advances in moving each race/ethnic group towards the Healthy People 2020 goals.

Care and Services

Fenway Health is affiliated with Beth Israel Deaconess Medical Center. All physicians hold faculty appointments at Harvard Medical School. Research affiliations include Massachusetts General Hospital, Brigham and Women’s

Hospital, Beth Israel Deaconess Medical Center, Boston Children's Hospital, Harvard T. H. Chan School of Public Health, Northeastern University, Boston Medical Center and Brown University Medical School. Fenway also has academic relationships with Simmons School of Social Work, Suffolk University Clinical Psychology, Boston College, and Northeastern University to place master's and doctoral level graduate interns in nursing, social work, psychology, and counseling. Fenway also has an academic relationship with Boston University Dental School Hospital.

Breadth of Services

- Family medical care
- Behavioral health
- Dental care, including cleanings, oral health screenings, radiographs, fillings and aesthetic consultations, and tooth whitening
- Eye care, including exams, diagnosis and management of common eye diseases, and consultations for eye wear
- Women's health
- OB/GYN care
- Transgender health
- Digital imaging, including mammography
- LGBTQIA family and parenting
- HIV/AIDS care and services
- Care and services for LGBTQIA and other at-risk youth
- Financial assistance programs
- Health education and outreach
- Complementary therapies including acupuncture and massage
- Two pharmacy locations
- 4 Boomerangs thrift stores in greater Boston supporting AAC

KEY FENWAY HEALTH FACTS (FY 2018)

- Total Employees: 637
- Total Patient Visits: 122,470
- Total Patients: approximately 33,000
- Patients Living with HIV: 2,261
- Fenway medical providers saw over 26,770 patients who made more than 76,400 visits
- Fenway Behavioral Health department cared for 4,200 people who made over 36,400 individual therapy, group therapy and psychopharmacology visits last year
- Over 6,000 patients made nearly 23,000 visits to Dental program
- Fenway eye care providers saw over 5,000 patients who made more than 7,400 visits
- Providers at the Borum Center cared for close to 1,500 young people who made 5,800 visits

Patient Population

Gender Identity	% Total	Sexual Orientation	% Total
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Cis Male	54.0	Lesbian, Gay or Homosexual	43.3
Cis Female	33.3	Straight or Heterosexual	39.9
Transgender Male	4.6	Bisexual	9.1
Transgender Female	4.0	Something Else	5.2
Gender Queer	3.8	Unknown	2.5
Other	0.3		

Race / Ethnicity

- 30.1% Persons of Color and/or Latinx

Age

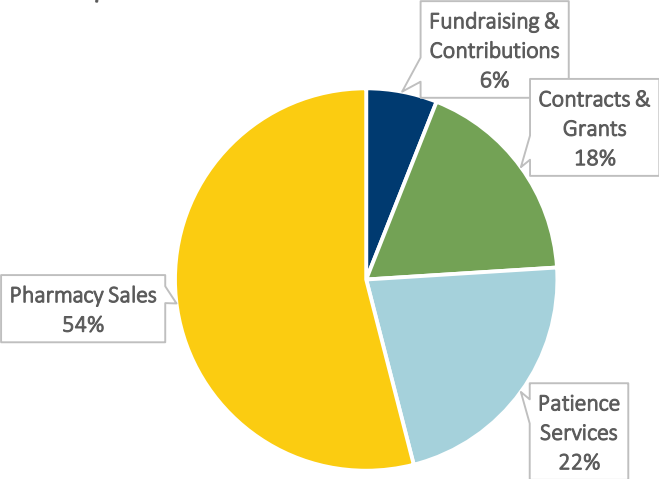
- New Patient Mean Age: 30
- Returning Patients Mean Age: 38

FINANCIAL AND OPERATIONAL HIGHLIGHTS

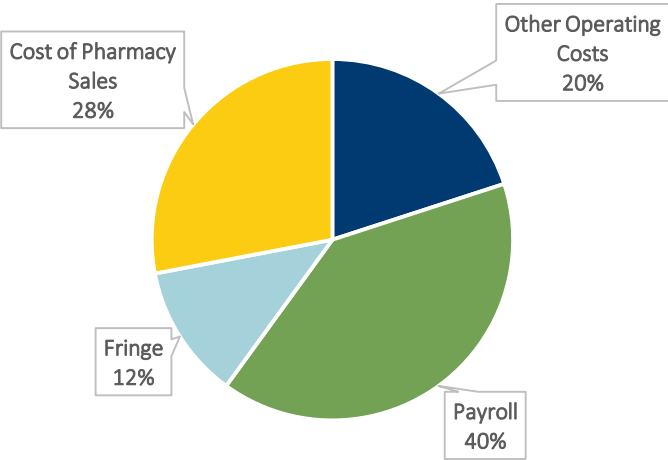
- Five Boston area locations: Fenway Health Ansin Building, Fenway: South End, and The Sidney Borum, Jr., Health Center, plus two public health sites in Cambridge. Services are provided throughout most of Massachusetts by Fenway’s Violence Recovery Program.
- FY18 Total Operating Revenue & Support: \$116 million
- FY18 Total Operating Expenses: \$113 million
- Fenway Health has grown rapidly over the last several years, from \$26 million in FY08 revenues to projected FY20 revenues in excess of \$130 million
 - FY20 Projected Revenue: \$131.7 million
 - FY20 Projected Operating Expenses: \$131.1 million

Current Payer Mix	% Total
Private Insurance	70
Medicaid	14
None / Uninsured	10
Medicare	6
Other Public (CMSP)	<0.01

FY20 Budgeted Revenue
Total: \$131.7 M



FY20 Budgeted Expenses
Total: \$131.1 M



The Fenway Health Chief Executive Officer (CEO) will be a champion for the organization and responsible for the delivery of the highest quality healthcare, strategic leadership, and fiscal health of the entire organization. The CEO will lead one of the nation's premier providers of healthcare services to the LGBTQIA community.

Reporting to the Board of Directors, the CEO will be responsible for the leadership, direction and overall management of the organization, and oversee the acquisition and utilization of its resources, including the recruitment, retention, and motivation of a diverse, high-performing leadership team and staff. The CEO will cultivate and support collaboration across Fenway's FQHC, The Fenway Institute, and AIDS Action. The CEO will serve as Fenway's primary voice in local, regional, national and international forums. Serving as an ambassador and influencer, the CEO will work with a variety of external constituents to advance Fenway's mission. Importantly, the CEO will be a visible and enthusiastic partner in support of philanthropy, advocacy and public health.

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	Chief Operating Officer Chief Financial Officer Chief Human Resources Officer Vice President, Development Vice President, Public Health Programs & AIDS Action Vice President, Government & Community Relations Medical Director Director, Administration & Planning Director, Communications Director, Behavioral Health Executive Assistant
Other key relationships	Boston-area clinical and research partners

KEY RESPONSIBILITIES

- Strategic Vision – Develop, articulate and implement a comprehensive strategic vision and plan for Fenway Health. Lead with a community orientation that unites constituents and provides high-quality healthcare to all, including the LGBTQIA community, and other populations served by Fenway Health. Inspire a complex organization to a common purpose and vision, with the financial and operational understanding required to continue the growth of Fenway Health in an ever-changing health care landscape.
- Organizational Culture – Develop and foster an environment of respect, equity, collaboration, competence, transparency, innovation, and principle-driven management. Cultivate a positive work environment, promoting a service-oriented culture that constantly strives to improve the patient and staff experience,

and a culture of inclusion and engagement where everyone is valued. Discern and build upon Fenway Health's cultural strengths.

- Business and Operations – Leverage the strengths of all components of Fenway Health (FQHC, The Fenway Institute, AIDS Action) in common pursuit of the overall mission. Provide overall guidance and direction to ensure that Fenway Health operates in an ethical, efficient, and financially-sound manner and that capital is utilized in the most efficient way in service to the mission. Develop a structured process to optimize decision-making and process outcomes. Demonstrate knowledge of the current reimbursement environment and optimize Fenway Health's move toward value-based care models. Ensure continuation of clinical excellence in quality, cost and overall patient experience, regardless of ability to pay.
- Governance – Build and cultivate a collaborative and mutually accountable relationship with the Board of Directors and among Fenway Health leadership team.
- External Relationships – Cultivate strong, credible and trusting relationships with patients, staff, supporters, other clinical and research institution leaders, government leaders, and related external stakeholders in advancing the mission and goals of Fenway Health. Act as an effective ambassador, advocate and spokesperson with various community, governmental, regional, national and international organizations.
- People – Select, recruit, promote and lead a diverse, cohesive, and results-oriented senior management team. Retain, develop and engage staff throughout the organization.
- Fundraising – Cultivate donors and supportive partners. Convert relationships and strategic vision into philanthropic funding to advance the mission of Fenway Health.

DESIRED OUTCOMES

- A new strategic plan, developed with the Board and members of the senior leadership team, that positions Fenway Health for continued success in carrying out its mission, now and in the future.
- Create and implement operational efficiencies and innovative approaches that align with Fenway Health's mission and vision to maintain financial sustainability (including business model evaluation and physical plant expansion plans).
- A patient/customer service focused organization providing the highest quality, cost-effective care and improved patient and employee satisfaction.
- A diverse leadership team that actively engages employees across all levels of the organization.
- A forward-thinking, progressive culture that incentivizes collaboration across the organization and promotes accountability.
- Successful implementation of state-of-the-art technology and infrastructure improvements.
- Development of an organizational structure with key leadership roles that supports the mission and desired culture of Fenway Health.
- Collaborative, trustworthy, and transparent relationship with Board of Directors.

Fenway Health seeks an accomplished leader with proven experience to serve as its next Chief Executive Officer. The successful candidate will have a strong commitment to ensuring equitable access to high quality, culturally competent, well-integrated, multi-disciplinary health care that effectively supports the organization's mission and the diverse communities it serves.

IDEAL EXPERIENCE

Mission-Driven Organization Leadership

10+ years of progressively responsible leadership experience in complex mission-driven organizations, which may include community service, education, health care, public health, public sector, and research. Prior experience as a senior executive, (e.g., CEO, President, COO, Executive Director) is strongly preferred.

Comprehensive Healthcare Management

10+ years of leadership experience within a large group practice or other organization that includes management of clinical care delivery, preferably in an ambulatory setting. Management experience includes budgetary responsibility and ideally profit-and-loss accountability. People management experience is essential. Experience that fully integrates primary, specialty, behavioral, and community health care is preferred.

Healthcare Delivery Models

Knowledge and understanding of evolving health care delivery and financing trends, including payer models. Experience adapting and innovating to address dynamic environment of population health management and changing trends in health care delivery.

Diversity, Equity, and Inclusion Leadership and Advocacy

Deep understanding of, passion for and commitment to the communities that Fenway Health serves, with a history of promoting equity, diversity, and inclusion to create an environment which empowers and elevates underrepresented and gender minorities in an organization and the populations served.

External Credibility

Highly regarded leader with experience as a public policy advocate and effective communicator addressing potentially emotional and/or controversial issues, especially in changing social and politically charged environments.

Donor Engagement

Experience engaging donors and leading successful fundraising initiatives and/or capital campaigns.

Education / Advanced Degree

Advanced graduate degree and history of practice as a clinician (physician, nursing, psychology, social work, etc.) is strongly preferred, as is additional training/degree/experience in health care or public health administration. If a clinician, the candidate should be eligible for licensure in Massachusetts.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Defines the evolving future of market/market segments, and using logic and evidence, contrasts with the present.
- Develops strategy and proposes new directions for the organization linked to the evolving marketplace.
- Challenges assumptions and conventional wisdom with specific, supported, reasoned proposals.
- Contributes to the development of an organizational strategy and justifies it with market insight.
- Thinks 3-5 years ahead into next business cycle.

Leading Change

- Creates change leaders; involves key influencers in the design and implementation of the change initiative.
- Identifies changes consistent with the strategy but radical in implementation and gains buy-in with individual, customized influence efforts.
- Adapts change plans/influence strategies to the political realities and constraints of the organization, targeting the most influential people regardless of formal role, and engaging people in a reasoned way.
- Establishes processes or practices to encourage and reinforce innovation and change thinking.

Cultural Agility

- Exemplifies a high level of cultural competence and the ability to work effectively with diverse individuals and communities.
- Identifies differences in business practices and principles in regional and global markets and establishes standards to enable common, agreed-upon approaches and diversity in practices that are in keeping with core principles.
- Without openly challenging other cultural perspectives, builds partnerships across difficult boundaries by identifying common ground and establishing ground rules to prevent conflict.

OTHER PERSONAL CHARACTERISTICS

- Possesses the highest level of integrity with a strong commitment to professionalism and well-being
- Strong interpersonal skills; an effective relationship builder
- Exceptional communication skills, including public speaking
- LGBTQIA-identified persons, people of color, and others from historically underrepresented communities are encouraged to apply

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