

# Fenway Health

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Chief Executive Officer

**July 2018**

Heidrick & Struggles advises client companies on the basis of an exclusive consulting assignment.

## The Organization

<b>Organization</b>	Fenway Health
<b>Purpose</b>	The mission of Fenway Health is to enhance the wellbeing of the lesbian, gay, bisexual and transgender community and all people in the neighborhoods and beyond through access to the highest quality healthcare, education, research and advocacy.
<b>Budget</b>	\$130 million
<b>Ownership</b>	501(c)(3) Not-for Profit Corporation
<b>Employees</b>	648 (100 AIDS Action)
<b>Year Founded</b>	1971
<b>Company Location</b>	Boston, Massachusetts
<b>Website</b>	<a href="http://fenwayhealth.org/">http://fenwayhealth.org/</a>
<b>Management Team</b>	<a href="http://fenwayhealth.org/about/management-team/">http://fenwayhealth.org/about/management-team/</a>
<b>Board Members</b>	<a href="http://fenwayhealth.org/about/board-of-directors/">http://fenwayhealth.org/about/board-of-directors/</a>
<b>Organizational Overview</b>	<p><b>History</b></p> <p>Fenway Community Health Center (now known as Fenway Health) has been working to make life healthier for the people in our neighborhood, the lesbian, gay, bisexual, transgender, queer, intersex and asexual/allied (LGBTQIA) community, people living with HIV/AIDS, and the broader population for more than 45 years. As part of the free clinic movement, Fenway Health was founded in 1971 by politically active neighborhood residents, politicians, students and activists who believed that “health care should be a right, not a privilege”. Initially staffed by volunteer medical and nursing students dedicated to serving the diverse neighborhood, Fenway Health became known for caring for Boston-area gay men, lesbians, seniors, low-income residents, and students.</p> <p>Within its first decade of operation, Fenway Health had incorporated as a freestanding health center with a 3-person staff (one volunteer doctor, one nurse and one intake worker), obtained permanent space, and started its first research and community education programs after it became apparent that more research on gay and lesbian health was needed.</p> <p>By the time the AIDS epidemic began to surface in the early 1980’s, Fenway Health was positioned to take a leadership role; diagnosing and treating the first AIDS cases in New England and establishing the AIDS Action Committee, which became the largest AIDS service organization in New England. Fenway Health was one of a very few medical organizations leading a community-based response to the epidemic and rapidly moved to the forefront of the battle against HIV/AIDS, which set it apart then and now.</p> <p>Strengthened by their response to the HIV/AIDS epidemic, the gay and lesbian community lobbied for expanded health research in other areas. Lesbian health research included surveys, clinical studies, and methodological experiments, focusing on the latest methods for conducting population-based research with sexual and racial minority women. Staff also made significant contributions to the Institute of Medicine’s landmark study of lesbian health priorities.</p>

Building on these successes in the area of research, The Fenway Institute (TFI) was launched in 2001. Since then, TFI has attained global recognition as an interdisciplinary center for research, training, education and policy development focusing on national and international health issues, especially related to LGBTQIA communities. Fenway has provided continuous leadership in the creation of a national agenda on LGBTQIA health, including work with the U.S. Surgeon General's Office to ensure the inclusion of sexual minorities in Healthy People 2010 and prominent contributions to the Healthy People 2010 Companion Document on LGBT Health.

In 2002, Fenway Health began to focus attention on transgender patients' clinical and health-related needs, developing a transgender health program now serving nearly 3,500 transgender patients. Coinciding with the substantial growth in patient population and a highly successful capital campaign, Fenway moved its core operation to its flagship Ansin Building in 2009, becoming the largest LGBTQIA health care, research and education facility in the world, and an anchor institution in Boston's thriving Fenway neighborhood. In 2010, Fenway continued its expansion to serve certain at-risk populations by adding the Sidney Borum, Jr. Health Center which serves teens and young adults ages 12-29. The Borum is a safe place for 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 2013, the LGBT Aging Project was brought under the Fenway umbrella and is dedicated to ensuring that lesbian, gay, bisexual and transgender older adults have access to the life-prolonging benefits, protections, services and institutions.

AIDS Action Committee, which had branched off as a separate organization some years earlier, was re-integrated back into Fenway in 2013, continuing to serve people living with HIV/AIDS and populations at risk of infection. AIDS Action leads the Commonwealth of Massachusetts' 'Getting to Zero Coalition', which seeks to reduce the number of HIV infections to zero. It also operates a needle exchange that serves as an entry point to healthcare services for active substance users.

Today, Fenway Health is a thriving Federally Qualified Community Health Center with a mission to enhance the wellbeing of the LGBTQIA community and all people in our neighborhoods and beyond through access to the highest quality health care, education, research, and advocacy. After more than four decades of operation, Fenway Health has grown from a budget of \$200,000 with 9,000 annual patient visits in the early 1980's to an annual budget of over \$100 million with more than 150,000+ annual patient visits, 6% of which are NIH research-related. All of this is accomplished by a dedicated staff of over 600 serving a patient population of more than 31,000.

#### **Fenway Health Quality Awards**

- Fenway Health is recognized as a Level 3 National Center for Quality Assurance (NCQA) Patient Centered Medical Home (PCMH).
- Awarded a National Quality Leaders award by HRSA in 2017 for exceeding national clinical quality benchmarks for Chronic Disease Management, Preventative Care and Perinatal/prenatal Care.
- Awarded a Health Center Quality Leaders Award by HRSA in 2017 for being among the top 30% of all FQHCs who achieved the best overall clinical outcomes.
- In 2017 Fenway Health was recognized by HRSA with an Award for Addressing Health Disparities. This award is provided to FQHCs who meet or exceed the Healthy People 2020 goals for each race/ethnic group served.
- Fenway South End (FSE) was the first practice in the Commonwealth of Massachusetts to achieve certification by the Health Policy Commission as a PCMH-PRIME Practice site. This certification recognizes the practice's achievements in integrating behavioral health care into the patient centered medical home model for primary care. Fenway Health located on Boylston Street achieved this same certification shortly after FSE.

- Fenway is accredited by The Joint Commission, America’s leading healthcare quality organization. This accreditation is recognized nationwide as a symbol of quality that reflects Fenway’s commitment to meeting high performance standards.

**Care and Services**

Fenway Health is affiliated with the Beth Israel Deaconess Medical Center, which is a teaching affiliate of Harvard Medical School. Fenway also has academic relationships with several local institutions of nursing, social work, psychology and counseling to place masters and doctoral level graduate interns which include Simmons School of Social Work, Suffolk University Clinical Psychology, Boston College, and Northeastern University. Fenway also has an academic relationship with Boston University Dental School. Research affiliations in the Boston area 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, and Boston Medical Center.

Fenway is recognized as a Level III Patient-Centered Medical Home, the highest level of recognition from the National Committee for Quality Assurance, an independent national organization dedicated to improving healthcare quality for all.

Fenway is also an FQHC, designated by the U.S. Department of Health and Human Services as a community health center which is staffed by licensed healthcare professionals who provide quality care to all people regardless of insurance status or income level. Fenway Health offers a wide range of patient services at three state-of-the-art health facilities.

- Comprehensive Primary Care Services
- Comprehensive Mental Health and Addiction Services
- Women’s Health
- Transgender Health
- Youth Services – Primary Care, Behavioral Care, At-Risk Youth Care
- On-Site Pharmacy with Free Home/Office Delivery
- Eye Care for Adults and Children Ages 6 and Older and Retail Store
- Specialty Providers in Dermatology, Podiatry, Pulmonology and more
- Dental Care for Adults and Children Ages 3 and Older
- Complementary Therapies
- HIV and STI Testing, Prevention and Education

**Fenway Health Facts and Figures at a Glance**

Patient Visits (annual)	150,000+
HIV Patient Total	2,400
Clinical Care Sites	3
Team Members	450 (100 AIDS Action)
Physicians on Staff	43
Nurse Practitioners on Staff	9
Physician Assistants on Staff	2
Fenway Institute Physician Presence	3 Employed Physicians, 7 Non-Employed Physicians Who Participate in Research Initiatives
Other Licensed Independent Practitioners on Staff	~110
Prescriptions Filled (annually)	200,000
Operating Budget	\$130 million

Operating Surplus/Loss	\$6.5 million
Patient Mix	<p>Patients by Race (based on 31,863 total patients)</p> <ul style="list-style-type: none"> <li>• Asian – 10%</li> <li>• Hawaiian/Other Pacific Islander – 0.2%</li> <li>• Black/African American – 7%</li> <li>• American Indian/Alaska Native – 0.3%</li> <li>• White – 66%</li> <li>• More than one race – 4%</li> <li>• Unreported/Refused to report – 12%</li> </ul> <p>Patients by Gender Identity:</p> <ul style="list-style-type: none"> <li>• Male - 41.4%</li> <li>• Female - 29.3%</li> <li>• Transgender - 11%</li> <li>• Unknown – 18.3%</li> </ul> <p>Patients by Sexual orientation:</p> <ul style="list-style-type: none"> <li>• Lesbian or Gay - 31.3%</li> <li>• Straight - 34.6%</li> <li>• Bisexual - 6.8%</li> <li>• Unknown – 27.3%</li> </ul>
Patient Payer Profile	<p>64% Commercial                  21% Medicaid                  6% Medicare                  9% Self-Pay</p>
Development Budget (including AIDS Action)	\$4.0 million

## The Position

<b>Position Title</b>	Chief Executive Officer, Fenway Health
<b>Location</b>	Boston, Massachusetts
<b>Reports To</b>	Board of Directors
<b>Position Summary</b>	<p><b>Context of the Search</b></p> <p>In December 2017, Dr. Stephen L. Boswell stepped down as the Chief Executive Officer of Fenway Health amid controversy after 20 years of serving as CEO during a period of rapid programmatic and organizational growth. With Dr. Boswell’s departure, the Board appointed Darlene Stromstad as Interim CEO while retaining Heidrick &amp; Struggles to assist with identifying and selecting a permanent replacement to take Fenway Health to new heights. As an additional and important component of this process following the departure, the organization has created an Employee Advisory Council to serve as a liaison moving forward between senior management and the organization to improve communication with employees and the exchange of ideas. With this new infrastructure in place, the organization is better served to ensure all voices are heard, trust is restored, morale remains high and that the safety and care for employees and patients alike is held paramount.</p> <p>The next CEO of Fenway Health will be responsible for charting a strategic course that will enable the organization to continue its impressive record of excellence and success in</p>

providing health programs, research, education and advocacy, as well as extend the organization's impact beyond its current levels with the LGBTQIA community and the medically underserved. They will need to understand what Fenway represents to the community and be empowered that the organization serves as a beacon of safety for many, particularly in the current healthcare and political climate. Fenway Health's Board of Directors is committed to recruiting a leader of extraordinary vision with the strategic and operational expertise to lead the organization as its next CEO.

### **The Position**

The next CEO of Fenway Health will be a dynamic, charismatic and visionary executive leader with exceptional strategic, programmatic, and relationship-building skills to lead one of the nation's premier providers of healthcare services to the LGBTQIA community. This person must possess exceptional business acumen and strategic insights, as well as be a skilled tactician who can effectively implement new ideas and pilot the organization through a rapidly changing healthcare environment. Fenway, with its unique landscape, mission, population base and internal capabilities across care, research and policy, is well positioned to be a forward-thinking institution in the industry.

The CEO must ensure Fenway Health remains fiscally and administratively sound, while maintaining programs of the highest quality. They will provide leadership to the executive team and staff on financial and operational issues, program development, and staff development opportunities. The new CEO will continue to elevate Fenway's profile and leverage its platform locally, nationally, and internationally. Locally, they will be key to driving collaboration with other medical and education institutions in the community. They will be Fenway's chief spokesperson to diverse audiences, including the Federal Government, the Commonwealth of Massachusetts, and the City of Boston public health community, donors, policymakers, and the media.

### **Responsibilities**

- Sets the vision and strategy for Fenway Health that responds to a challenging external environment, as well as ongoing changes in what it means to efficiently deliver effective healthcare to the LGBTQIA community, as well as other populations the organization serves. Creates a structure where every employee knows the core values and the direction of the organization.
- Oversees an operationally complex organization, encompassing healthcare delivery, advocacy, education, research, and all supporting functions. Understands the current reimbursement and risk environment/infrastructure as healthcare continues to move toward a value-based model, with an ability to create unique collaborations and ACOs.
- Enhance the well-being of the LGBTQIA community, and all people in the Fenway's neighborhoods, around a culture of care, education, research, advocacy, and close attention to social determinants of health.
- Establishes short- and long-range goals, operational plans and performance metrics consistent with the Fenway's strategic goals and objectives.
- Communicates priorities effectively, sets clear and reasonable expectations, identifies and leverages talent among staff, fosters an environment of accountability and collegiality across the organization, and facilitates collaboration on cross-departmental objectives.
- Creates a culture where employees are able to interact with each other and their patients when at their most vulnerable, and equips employees with the proper training to handle these difficult conversations and situations appropriately, along with regular training around unconscious and implicit bias.
- Ensures an effective participative management climate with a special emphasis on the talent recruitment and selection, development, retention and employee engagement of a committed and culturally diverse staff.
- Understands and promotes continuous quality improvement through process redesign and re-engineering, leading key teams as appropriate to enhance the quality and delivery of services.

- Models behaviors which support patient engagement, continuous learning and empowerment through team leadership.
- Provides leadership to the identification and development of new revenue generating programs and collaborative opportunities.
- Establishes and cultivates strong, credible and trusting relationships with a variety of constituencies, including local leaders, policy makers, corporate leaders, staff, donors, partners, and the media.
- Serves as the chief spokesperson, thought leader and advocate for Fenway Health, its mission and programs.
- Encourages local government leaders to support policies consistent with Fenway's mission.
- Develops strategic plan with the Board and members of the senior leadership team to create and implement operational efficiencies and innovative approaches to achieve financial sustainability.
- Participates heavily in Fenway's comprehensive fundraising program including, but not limited to Grants, Major Gifts, Planned and Annual Giving, Special Events, Community Involvement, and Corporate and Foundation support. Understands the importance of diverse fundraising strategies.
- Onboards and educates of new board members. Ensures all board members are well-versed in bylaws and committee charters, and that board policies and procedures are understood and followed.
- Oversees ongoing implementation of the comprehensive corporate compliance work program, implementing priorities as outlined in corporate compliance plan, to include hiring corporate compliance officer.
- Oversees ongoing implementation of organizational-wide safety and security program to ensure a safe work environment for employees, patients and visitors, to include hiring a safety and security program director.
- Develops and implements a corporate inclusion program to include hiring a senior-level chief diversity officer.

## Requirements

- A graduate degree(s) in business administration, healthcare administration, medicine and/or related field(s) with a minimum of ten years of progressively responsible leadership experience in healthcare and/or nonprofit administration including extensive experience as a senior executive.
- Must possess proven management skills, organization and coordination, solid experience in governance, and excellent conceptual ability.
- Must have a deep understanding of, passion for and commitment to the communities that the Fenway serves, with a history of promoting equity, diversity and inclusivity to create an environment which empowers and elevates racial and gender minorities in an organization.

## The Person

### Pivotal Experience & Expertise

#### Experience in Mission-Driven Organization

- Demonstrated success in working in a mission-driven organization; background could include healthcare, education, public health, research, public sector, community service and/or other industry sectors relevant to Fenway Health;
- Commitment and existing, or quickly acquired, understanding of population health and providing services to the LGBTQIA community and the medically underserved;

- Experience and/or knowledge with Federally Qualified Health Centers and the Federal 340B Drug Pricing Program will be very beneficial;
- Ability to move Fenway toward an inter-professional practice environment by creating shared learning and other interactive opportunities for medical, nursing, and social care and other allied health professionals to collaborate, doing so in the interest of meeting the needs of a diverse and frequently under-resourced patient population;
- Demonstrated ability to work collaboratively and partner effectively, internally and externally, with physicians, hospitals, medical groups, payer community, and other healthcare providers in creating new opportunities for revenue-generating programs.

#### **Consumer Focus**

- Unquestionable focus and intent on aligning strategic decisions with Fenway Health's mission of enhancing the wellbeing of the LGBTQIA community and all people in its neighborhoods and beyond through access to the highest quality healthcare, education, research and advocacy;
- Ability to accelerate progress in patient/consumer engagement while improving quality and patient satisfaction.

#### **Business and Financial Acumen**

- Strong business and financial acumen, including experience developing and implementing strategic plans, developing and administering budgets and facilitating organizational change in an organization of similar scale and complexity;
- Experience developing and implementing operational efficiencies and innovative approaches, including the building of strategic partnerships and the development of new revenue streams.

#### **Leadership**

- Exceptional leadership experience effectively leveraging resources and relationships, internally and externally, with the ability to build trust and credibility;
- Ability to build and lead a culture of inclusivity within Fenway Health, particularly to expand proactive efforts centered on increasing racial diversity;
- Ability to effectively and collaboratively work with a Board of Directors, executive team and staff members to provide direction and leadership, as well as revisit the governance model;
- Ability to anticipate and develop strategies to help others cope with change throughout the organization.

#### **External Credibility**

- Credibility as a highly effective communicator with demonstrable media savvy who understands and is comfortable positioning Fenway Health as a leader in providing healthcare to the LGBTQIA community or adeptly addressing emotional/controversial issues where diverse opinions exist;
- Highly sensitive to the political environment and can navigate exceptionally well in a changing social and political climate;
- Ability to be a strong, effective public policy advocate and fundraiser.

### **Leadership Capabilities**

#### **Puts Patients/Consumers First**

- Passionate about the mission of Fenway Health and the need to provide access to high quality health care and empower leaders to meet the evolving needs of a diverse patient population, constantly striving for quality improvement and further development of service lines;
- Facilitates an environment and an organizational structure which allows all clinicians to work together more seamlessly in a team-based approach.



**Shapes Strategy**

- Skilled negotiator with the ability to generate a strategic plan and set strategic priorities, envisioning a future state for the organization in a rapidly-changing healthcare environment, and being able to articulate it in a way that motivates and inspires others;
- Intellectually nimble – a quick study with the ability to see complex issues from a variety of viewpoints.

**Inspires & Influences**

- Genuine, purposeful leadership and commitment to diversity, inclusion, equity of access, and anti-bias training, not only including sexual orientation and gender identity, but also race, ethnicity, class, language and other factors to create a more culturally competent environment for both staff and patients;
- Views challenges as opportunities and is creative in the way they lead and manage change, with a strong sense of discipline to create a culture of transparency in all situations;
- Exceptional communication skills with the proven ability to be an eloquent, effective and high-profile spokesperson in a politically charged environment;
- Encourages openness, flexibility and forward-thinking creativity in meeting programmatic and regulatory challenges and changes;
- Relationship builder who can quickly develop good working associations with regulators, elected officials, other community leaders, key stakeholders and donors.

**Builds Talent & Teams**

- Collaborative management style with the ability to recruit, build, cultivate, motivate and retain a high-performing, culturally competent team representative of the diverse population the Fenway serves. Particularly, the new CEO will be responsible for hiring a Chief Diversity Officer who will report to this leader. These executives will be responsible for the recruitment and development of diverse employees within the organization;
- Ability to listen and respect the ideas of others; provide clear and consistent direction, foster accountability, be approachable and lead organizational change with transparency to boost employee morale and engagement;
- Strong at change management and can effectively manage upward in working with a Board of Directors.

**Drives for Results**

- Ability to assess and evaluate the value and worth of programs to the mission and needs of the community, enhancing the Fenway's brand, visibility and recognition in the process;
- Improve efficiency through productivity and effective financial management.

**Leads Innovation**

- Thought leader in shaping local, state and federal policy regarding community health centers and health equity;
- Highly supportive of leading-edge innovation and research, as well as education and advocacy in the development of new programs and services;
- Mindful to not allow the organization to become complacent despite already being a leader in LGBTQIA patient care.

**Agility & Potential****Foresight**

- Futurist and visionary; ability to develop creative new ideas, programs and solutions
- Entrepreneurial; thinks expansively
- Transformative; considers unassuming partnerships

**Culture Fit & Impact****Learning**

- High self-awareness and curiosity
- Demonstrates leadership courage

**Adaptability**

- Shows empathy, flexibility and transformation
- Tolerant of ambiguity and uncertainty
- Embraces change

**Resilience**

- Ownership mindset
- Accountable and data-driven
- Persists with high-level of energy

**Purpose/Values Driven**

- Highly relational leader who will model the core values and mission of Fenway Health with a passion for its 40-year history of providing services to the LGBTQIA community and the medically underserved, as well as shape an environment that is committed to social justice and inclusion;
- Commitment to ensuring Fenway Health is a great place to work through improved engagement, quality, patient and employee safety and satisfaction;
- Visible supporter of diverse talent and perspectives.

**Team Orientation**

- Exceptional leader who can demonstrate the ability to motivate and develop staff and foster an internal culture of teamwork, transparency, and open and honest communication.

**Ethics & Integrity**

- Versatile, strategic, and energetic leader who embodies the integrity and high standards that characterize Fenway Health;
- Unwavering ethical and moral judgment and behavior.

Fenway Health is an equal opportunity employer and celebrates diversity and inclusion as critical to the success of the organization. The organization does not discriminate on the basis of race, color, religion, national origin, marital status, gender (including pregnancy, childbirth or related medical conditions), sexual orientation, gender identity, gender expression, age, veteran status, genetics, disability, or other applicable legally protected characteristics. Women, minorities and members of the LGBTQIA community are encouraged to apply.

## Engagement Team

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