

Recruitment Profile
for

President & Executive Officer



MAZZONI CENTER
LGBTQ HEALTH & WELL-BEING

MAZZONI CENTER
Philadelphia, PA

May 2021

LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY

POSITION DESCRIPTION

Title:	President & Executive Officer* <i>(*Mazzoni Center is retiring the term “Chief” from all senior leadership titles)</i>
Organization:	Mazzoni Center
Reports to:	Board of Directors
Location:	Philadelphia, PA

ORGANIZATION OVERVIEW:

Mazzoni Center is the premier health and wellness provider in the Philadelphia region specifically targeting the needs of the LGBTQ+ community. Mazzoni Center provides a full range of quality, comprehensive health care, wellness, and social services to individuals of all backgrounds, and identities. In FY 2019 – 2020, Mazzoni Center’s health center saw a total of 6,443 patients, representing 14,433 visits to its primary and Washington West locations. Across all services, Mazzoni Center also provided care to more than 2,000 people living with HIV. (see: [2020 Annual Report](#))

Mazzoni Center has remained a leader among community-based health organizations in the country for over 40 years. Additionally, Mazzoni Center has enjoyed a strong reputation for providing culturally aware and identity-affirming health services to the LGBTQ+ community, including many who have historically been marginalized because of identity. Mazzoni Center was initially founded as an all-volunteer clinic to serve the health needs of Philadelphia’s LGBTQ+ community. During the 1980’s, the organization responded quickly when initial cases of HIV/AIDS began to appear, becoming the longest operating organization in Pennsylvania and the fourth oldest in the United States in addressing the epidemic.

While continuing to center its original focus, the organization has evolved to meet the needs of clients through an intersectional lens. Mazzoni Center has expanded its services to offer a broad continuum of integrated health care and supportive services. These include primary medical care, STI testing/prevention, education, mental/behavioral health, legal assistance, and community support groups, among others.

Today’s Mazzoni Center employs a dedicated and mission-driven staff of around 150 individuals and has a current operating budget of more than \$18 million; a combination of government grants, individual giving, corporate and foundation support, third party billing, and a 340B program. The organization’s integrated approach to care draws on the knowledge and skill sets of its diverse staff.

(For more information, please visit www.mazzonicenter.org)

THE SITUATION:

Mazzoni Center is seeking a new, permanent President & Executive Officer to unite, restore, and lead the organization to even greater success by centering the organization’s mission of meeting the unique health and wellness needs of LGBTQ+ individuals and serving and empowering the communities it serves. This position will require an experienced, passionate, and equity-centered leader with a combination of highly developed leadership abilities, a commitment to LGBTQ+ health and wellness, and a personal connection to the people and communities the organization serves.

The new President and Executive Officer will join Mazzone Center at a critical juncture; one of both significant challenges and enormous potential for future growth and impact. Since the departure of the last permanent C.E.O. in 2018, Mazzone Center has been led by an Interim Leadership Team (ILT) created when the Board of Directors instituted a three-person, shared leadership model to steward the organization. Prior to the naming of an ILT, Mazzone Center experienced a series of leadership transitions – not entirely free of controversy – which elevated internal unrest, strained some relationships in the communities Mazzone Center serves, and led to a higher-than-usual turnover of staff. The appointment of this ILT, all of whom were known to Mazzone Center staff from their many years of service there, has helped stabilize the organization and bring a renewed sense of order. In this period, Mazzone Center also finalized its first bargaining contract for staff. Still, the need for ongoing healing and leadership to shepherd the organization into its next phase remains high.

Despite its challenges, Mazzone Center remains a vital community resource, providing life-changing health services and programs that would not otherwise be available to the LGBTQ+ community in Philadelphia. Mazzone Center’s Trans Wellness Conference is the largest free trans-specific health conference in the world. Its community health efforts are navigating record numbers of individuals to PEP/PrEP and into ongoing care. Its Pediatric and Adolescent Comprehensive Transgender Services (PACTS) is the only community-based program of its kind in the Philadelphia area. In today’s climate, the need for culturally aware, inclusive, and affirming care has never been greater. Opportunities for growth and expansion abound for a united, vision-aligned, and strategically led Mazzone Center.

THE POSITION:

The President & Executive Officer, in cooperation with the Executive Leadership Team, will be responsible for providing strategic vision and organizational management of Mazzone Center programs, services, and community engagement. This person will drive strategic, operational, administrative, and financial decisions and will work with the Board of Directors, staff, donors, and community partners to accomplish the goals and objectives that will advance Mazzone Center’s mission of “providing quality comprehensive health and wellness services in an LGBTQ-focused environment, while preserving the dignity and improving the quality of life of the individuals it serves.”

The President & Executive Officer will work with the Board of Directors, staff, and key stakeholders to create a strategic vision and plan to ensure the financial wellbeing of Mazzone Center, improve the culture of the organization, and build upon/ensure adherence to agency-wide policies to instill consistency, accountability, and cross-departmental communication and collaboration. Among Mazzone Center’s current strategic priorities are:

- **Rebuilding** trust and repairing relationships within the organization and with community, clients, partner organizations, and other stakeholders;

PROGRAM HIGHLIGHTS

Health Care:

- Primary Care Services
- HIV Care
- PrEP & PEP
- Chest and Cervical Health
- 340B Program
- On-Site Walgreens Pharmacy
- Youth Drop In Clinic

Testing and Prevention:

- HIV and STI Testing
- Mobile Testing Unit
- Outreach
- Linkage to Care
- Navigation Services.

Gender Affirming Care:

- Gender Affirming Services
- Pediatric and Adolescent Comprehensive Transgender Services
- Peer Support Groups

Supportive Services:

- Behavioral Therapy and Recovery Services
- Education and Professional Development
- Case Management and Housing,
- Legal Services
- Food Bank
- Peer Support Groups

Philadelphia Trans Wellness Conference

- **Strengthening** and professionalizing internal systems and structures that support people, programs, and organizational growth;
- **Ensuring** ongoing financial sustainability by growth and diversification of fundraising programs, capacity, and results;
- **Strengthening** leaders and leadership capability at all levels of the organization to increase group performance and individual accountability;
- **Continuing** to build on commitments to center racial and gender equity and to prioritize diversity and inclusion.

RESPONSIBILITIES:

Organizational Leadership & Development

- Lead long-range strategic planning and visioning with the Board of Directors, engaging staff, volunteers, community, and stakeholders in this work;
- Inspire, motivate, and lead a team of committed and engaged professionals to realize the organization’s mission, vision, and strategic goals;
- Passionately inspire the organization toward greater mission fulfillment while driving organizational changes to increase trust, mutual respect, and racial and gender equity;
- Provide leadership to the development and improvement of organizational infrastructure – including processes, systems, tools, and protocols – to maximize efficiency and support future growth;
- Engage directly with community and partners to rebuild confidence in Mazzoni Center’s people, programs, and commitment;
- Continue to pursue and build strategic relationships and partnerships that will strengthen Mazzoni Center’s reputation, visibility, and impact;
- Continually and critically review agency functions and services and align human and financial resources to strategic, operational, and program priorities.

Funding & Resource Development

- Support the work of the Director of Development, Development Committee of the Board of Directors, and Development Team to ensure that all fundraising goals are met or exceeded;
- Help to identify strategies that can secure new, innovative sources of income, and to diversify revenue streams to strengthen Mazzoni Center’s financial position;
- Maintain positive relationships with key individual and institutional funders;
- With the Development Team, investigate possible alternatives to traditional funding, including social enterprises, research opportunities, pharmaceutical trials, academic partnerships, medical institution support, et. al.

Financial Management

- Provide transparent fiscal stewardship of Mazzoni Center and proactively develop and manage financial resources to ensure its financial health;
- Work with the Executive Financial Officer and Finance Committee of the Board of Directors to prepare, propose, and have approved by the Board of Directors, an annual budget that supports the financial health of the organization;
- Manage the organization’s finances and operations within budget guidelines and in accordance with applicable laws, regulations, and accepted grant guidelines;
- Utilize best practices to ensure responsible policies and risk management procedures are in place to keep the organization viable and sustainable;
- Submit monthly and annual financial reports which accurately reflect the financial condition of the organization to the Board of Directors and Finance Committee.

People Engagement and Development

- Provide direction and support to a senior leadership team including the Executive Officers of: Finance, Operations, Medical, Legal/General Counsel, and Diversity & Inclusion;
- Champion and appropriately resource the work needed to heal divisions and mistrust within the organization and create an inclusive, welcoming, and collaborative professional environment;
- Work with the HR Director and department to update policies and improving professional development and leadership, management training, and personal accountability, and to support the ongoing development of a superior workforce;
- Support and advance efforts to increase employee morale, improve recruitment and retention of quality staff, and provide opportunities for staff to advance professionally within the organization;
- Provide leadership to the ongoing integration of SEIU Healthcare PA into Mazzoni Center;
- Ensure that the needs of the staff are met at all levels including the effective use of appropriate, consistent, and effective training and professional development.

Program Support

- Work to improve and expand programs and services, including the possible addition of new locations in Philadelphia;
- Provide strong, effective, and dynamic leadership to the development of programs and services;
- Continually assess the cost, impact, and outcomes of programs against the organization's mission and needs of the community;
- Drive a culture that prioritizes high-level, top quality care and safety for clients;
- Maintain a working knowledge of significant developments and trends in the field of LGBTQ+ health and wellness.

Community Building & Outreach

- Deepen and nurture relationships with community leaders, government agencies, partner organizations, local businesses, elected officials, and other external stakeholders;
- Lead efforts to repair relationships and strengthen trust with the BIPOC, transgender/nonbinary, and lesbian/gay/bisexual communities;
- Facilitate increased outreach, engagement, and collaboration with leaders and organizations in these historically underserved communities;
- Attend community events and participate in groups, coalitions, and organizing activities to deepen relationships, engage new constituencies, and expand community presence;
- Play an integral role in establishing and representing Mazzoni Center's programs to other agencies, organizations, and the public;
- Ensure a broad understanding of mission, programs, and accomplishments of the organization and its people by the public and other key stakeholders.

Board Relations

- Report to, assist, and advise the Board of Directors and its Committees in the establishment of organizational objectives and policies;
- Implement and enforce such policies as directed/authorized by the Board of Directors;
- Collaborate with and support the Board of Directors in fulfilling its governance and fiduciary roles;
- Report regularly and transparently to the Board of Directors and its Committees to provide insight and awareness into operational, financial, and programmatic progress and challenges;
- Communicate effectively with the Board of Directors and provide all information necessary for them to make critical decisions on behalf of Mazzoni Center;
- Ensure the Board of Directors is kept fully informed – in a timely and accurate manner – on the condition of the organization and important factors and trends influencing it.

[NOTE: While no single candidate is likely to have equal expertise in all areas listed above, successful candidates will possess a compelling combination of strengths in many of them and the self-awareness and wisdom to hire or leverage existing resources in the area(s) where they lack personal mastery.]

CANDIDATE PROFILE:

The new President and Executive Officer will be an experienced, dynamic, and transformational leader with a high level of emotional intelligence and professional maturity. This person will have proven skills in organizational growth and development, change management, fundraising, and strategic planning as well as a track record of developing, coaching, and training both new and seasoned leaders. They should have a transparent, inclusive, and engaging management style and be comfortable in a distributed leadership environment with shared decision making and fully empowered leaders.

Candidates for this position will have a demonstrated passion for Mazzoni Center's work and mission and will share some of the identities and lived experience of the people and communities it serves. They will be empathetic, accessible, and people-centered and, at the same time, bring the professional skills and knowledge of organizational systems, processes, and policies to lead Mazzoni Center to new levels of growth and success. Successful candidates will have previous experience working with diverse teams and managing across a broad range of demographics and identities. Regardless of personal identity or professional background, an intersectional understanding of race, gender and sexual identity, socio-economic status, and ability in the LGBTQ+ community is required.

Required Skills and Experience:

- Minimum of 10 to 12 years of CEO or Executive Director experience, preferably in a health care, mental/behavioral health, human services, or similar direct service organization;
- History of leading organizational growth and transformation while accomplishing greater mission achievement;
- Excellent people and team management skills with proven ability to positively coach and mentor staff, provide opportunities for professional development, and ensure accountability for results and outcomes;
- Financial oversight and budget management experience in an organization of comparable size and complexity and with similar funding sources;
- Track record of success and innovation in fundraising and revenue development and of diversifying funding sources to ensure financial sustainability;
- Ability to cultivate strategic and authentic relationships with other nonprofits, community organizations, public officials, LGBTQ+ Movement leaders, and allies;
- Strong diversity, equity, and inclusion (DEI) lens and can lead by example in centering racial, sexual, and gender equity in all facets of the organization;
- Outstanding public speaking, writing, and communication skills and experience acting as the voice and face of an organization;
- Seasoned understanding of the mechanics of successfully operating a large, complex organization and ability to improve organizational systems, structures, communications, and effectiveness;
- Ability to both oversee and direct daily operations and to develop and promote a compelling vision of the future.

Desired Skills and Experience

- Previous leadership experience in a health care, health service, or community health organization with clinical staff and operations;
- Content expertise and/or program experience with one or more of the health and social services Mazzoni Center currently provides;
- Understanding of trauma-informed leadership, and a commitment to a healing and restorative culture;
- Formal DEI/anti-racism/anti-bias training (as an individual or as part of an organization);

- Understanding of/previous participation in setting human resource practices, policies, and employee relations;
- Training, education, or experience with marketing, branding, public relations, and external communications;
- Experience working with a unionized staff would be a significant benefit;
- Undergraduate degree plus Master’s degree in Nonprofit Management, Business Administration, Social Work, or health-related field.

Personal Characteristics

- Passion for the mission of Mazzoni Center and an advocate for LGBTQ+ individuals having access to high quality, culturally competent care;
- Demonstrated understanding and commitment to the people and communities Mazzoni Center serves;
- Strong interpersonal skills and high levels of emotional intelligence and self-awareness;
- Resilient, thick skin, and practiced in self-care;
- Effective communicator and active listener;
- Prioritizes fairness, transparency, and accountability;
- Unquestionable integrity, honesty, and ethics;
- Good judgment. Makes decisions based on data, analysis, wisdom, and experience;
- Genuine desire to empower and uplift others;
- True cultural humility;
- Willingness to authentically engage in and facilitate dialogue around challenging issues;
- Decisive when necessary, not afraid to make difficult or unpopular decisions;
- Values and champions a culture of professionalism and accountability.

COMPENSATION & BENEFITS:

Mazzoni Center is offering a comprehensive compensation package including salary commensurate with experience (midpoint of the range is in the low \$200,000s), and full benefits. Current benefits include: an exceptional, low-cost medical plan for you, your spouse, and/or your family, dental insurance, vision insurance, no-cost life insurance, disability insurance, Flexible Spending Account, a commuter benefit program, a generous paid time off plan, and a 403B retirement savings plan with an employer contribution of 3% and an employer match of up to 4%.

TO APPLY

Inquiries, nominations, or applications (including a cover letter and resume) should be directed electronically and in confidence, to search@kevinchasesearch.com. We are pleased to answer any questions or supply further information. Mazzoni Center is an equal opportunity employer; a diverse workforce and inclusive culture are core values. Kevin Chase Executive Search Group and Mazzoni Center welcome applications from all qualified individuals without regard to race, ethnicity, religion, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, or veteran status. BIPOC, disabled, and/or LGBTQ+ candidates are strongly encouraged to apply.

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All inquiries or referrals will be held in strict confidence.

(Please note that all education, dates of employment, compensation and other information provided will be verified prior to an offer of employment.)