Planned Parenthood of the Southern Finger Lakes
Chief Executive Officer

Position Specification

June, 2016
The Opportunity

Planned Parenthood of the Southern Finger Lakes (PPSFL) seeks a dynamic President/Chief Executive Officer (CEO) to lead this organization providing sexual and reproductive health care, education, and advocacy in the Southern Finger Lakes region of New York. PPSFL is a fully-accredited Planned Parenthood affiliate and a respected, vibrant community organization.

This is an exciting opportunity to provide strong leadership and vision to a nationally recognized organization with approximately 70 employees and a $6.7 million operating budget. PPSFL operates five health centers, conducts over 17,000 annual health center visits, provides community outreach and education to more than 12,000 people annually, and operates robust community based advocacy and development programs.

The CEO will be an outstanding leader with proven skills to build upon PPSFL’s successful track record. S/he will work alongside a deeply committed staff, an engaged board, a passionate donor community, and a significant community activist and volunteer network. The CEO will work with the staff and the board to define the organization’s future direction in a time of uncertainty and change in the health care environment, and will possess the leadership skills to guide the organization toward sustainability and growth.

The Candidate

The right CEO candidate will be a versatile and energetic leader who embodies the integrity and high standards that characterize PPSFL. The candidate must be capable of directing, supporting, and developing staff, while promoting an internal culture of collaboration, teamwork, and open and honest communication. The position calls for someone with a true leadership presence with a high “Emotional Quotient” and a warm, engaging personality.

The right candidate must be well versed in the complexities, depth, and breadth of managing health care delivery with a strong commitment to business sustainability and to mission. Financial and business acumen, as well as strong communication skills, are essential. Familiarity with health care in New York, experience managing in a clinical environment, and appreciation for a mission-driven, not-for-profit cause are highly desirable.

Comfort with fundraising, and leading a highly dedicated staff are essential. The right candidate will have an understanding of and comfort in navigating the political issues facing Planned Parenthood. An enterprising spirit that has resulted in new and successful initiatives is highly valued. The CEO will be committed to the mission to promote healthy sexuality and reproductive choice through exceptional services, honest education, and fearless advocacy, and will bring the skills to clearly articulate and foster that commitment among staff, board, donors, legislators, volunteers, and the community at large. Candidates must enjoy the challenge of leading in a rapidly changing environment where flexibility, creativity, and nimbleness are essential. The successful candidate will:

- Demonstrate financial and business acumen, including experience developing and implementing strategic plans to create a stable organization with a sustainable business
model, highly efficient operations, increased volume and market share, operational excellence, and facilitating organizational change.

- 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, plan and act creatively regarding payer and provider strategic relationships.
  - Familiarity with the New York health care market is highly desirable.
  - Familiarity with new and emerging technologies and their use in operations, communication and social media.

- Demonstrate strong organizational, communication, and leadership skills:
  - Have an accessible and open management style that supports staff, provides a clear and consistent sense of direction and accountability, and reinforces teamwork.
  - Approach highly political, sensitive or rapidly emerging issues with a calm, confident, and collaborative leadership style.

- Serve as a credible and passionate public representative of PPSFL:
  - Possess the experience, poise, communication skills, vision, and inclination to be an effective and outgoing spokesperson for PPSFL.
  - 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 New York stakeholders.

- Be committed to development, fundraising and donor solicitation, and stewardship:
  - Partner with the Vice President of Development and Public Affairs to execute fundraising strategic plan(s).
  - Demonstrate excitement about being personally involved in the process.
  - Have experience generating major gifts from individuals and foundations.

- Understand the intersectional nature of Planned Parenthood’s work, including the importance of anti-racism work, LGBT outreach and advocacy, and personal and professional commitment to diversity and collaboration.

- Demonstrate the highest level of personal and professional integrity.
- Show exceptional commitment, focus, and resilience.
- Have at five or more 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, the candidate will:

- Sustain strong financial performance, including strong donor commitment.
- Work to increase patient volume, while optimizing staff and facility efficiencies.
- Oversee completion of fundraising and the subsequent renovation of the new Corning health facility.
- Refine the strategic plan and define the direction of PPSFL for the next 5+ years.
• Continue to strengthen PPSFL’s image and position with donors, legislators and the community at large.
• Develop an understanding of the evolving New York health care delivery system.
• 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 PPSFL operations.
• 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) Board of Directors and Planned Parenthood Associates of New York, PPSFL’s affiliated 501(c)(4) organization, that feature transparent communication and trust, leveraging the Directors’ skills and engaging them with the organization.
• Develop and implement a strategic advocacy plan.

The Organization
The mission of PPSFL is to promote healthy sexuality and reproductive choice through exceptional services, honest education, and fearless advocacy.

History
For more than 47 years, PPSFL has fought for reproductive freedom and made high quality reproductive health services available in the Southern Finger Lakes region. PPSFL was created in 2004 by the merger of Planned Parenthood of the Southern Tier and Planned Parenthood of Tompkins County, both founded in 1968. PPSFL is committed to providing quality reproductive health care and sexuality education for all people in our community regardless of age, race, ethnicity, physical ability or attributes, religion, sexual orientation, gender identity, or ability to pay. Since 1996, PPSFL has been the designated provider of sexual violence response and education services in Chemung, Steuben, and Schuyler counties.

In 2012, PPSFL opened a new health center in Hornell. In 2013 PPSFL became the first Planned Parenthood in New York State offering transgender hormone therapy and preventive care. In the summer of 2014, PPSFL opened a new Health and Education Center in Ithaca, implemented Electronic Health Records in all of its health centers, and continued investments in service quality, education, LGBT services and advocacy. Currently, we are in the process of planning a new health and education center in Corning. In 2016, PPSFL will conclude a profoundly successful capital campaign securing more than $6.5 million in contributions.

PPSFL Today
Today, PPSFL provides; sexual health services in five health centers across the region, sexual health education and community outreach programs, advocates at both the state and federal level, groundbreaking services to the LGBT community, and comprehensive services to victims of sexual assault.

• **Clinical Care:** PPSFL is the largest freestanding sexual and reproductive health care provider in the region. In 2015, there were over 17,000 health center visits to PPSFL’s five sites, where services include family planning, reproductive health care, preventive cancer screenings, HPV vaccines, low-cost birth control, pregnancy testing, STD testing and treatment, medical and surgical abortion, emergency contraception, and transgender
preventive care and hormone therapy. More than 65 percent of the patients are age 29 or younger, 11 percent are men, and roughly 84 percent qualify for partial to full subsidized or free care.

- **Advocacy:** PPSFL continues its long tradition of effective public advocacy by engaging and expanding their activist base, and working in collaboration with Family Planning Advocates of New York (FPA) and the Planned Parenthood Federation of America (PPFA), who guide and direct their local efforts to ensure access to reproductive health care and responsible health and sexuality education. PPSFL works in coalition with a range of other health care, human services, and civil rights groups to advocate for issues of common concern. Planned Parenthood Advocates of New York (PPANY), 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 PPSFL also serves as a member of the FPA and PPANY Boards of Directors.

- **Education:** We believe that all people deserve information and expert services to make informed, personal decisions that affect their health, their lives, and their futures. We proudly educate families and youth replacing fear with facts, and misinformation with education. Our programs include a teen pregnancy prevention program, Out for Health, our LGBT Health and Wellness program, and comprehensive services to victims of sexual assault through our Sexual Assault Resource Center. We advocate for policies that improve sexual health and wellness.

Our community outreach and education programs reach more than 12,000 people a year in schools, colleges and community programs. PPSFL’s professional trainings support teachers, nurses, social workers, and other professionals who work with youth. Our educators work with youth, families and professionals to forward our mission of sexual literacy across our region. Our affiliate’s commitment to LGBT advocacy, education and inclusion is recognized as a national standard of excellence.

**Governance and Organization**

PPSFL is governed by a Board of Directors that typically meets six to ten times a 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, human services experience, and research experience to support the CEO in directing and guiding the organization.

In 2015 PPSFL had revenues of approximately $6.7 million with 60 percent coming from medical services and the remainder coming from a combination of philanthropy, federal and state grants and education programs. PPSFL’s health services payer mix is 40 percent commercial insurance, 55 percent Medicaid/managed care providers, and 5 percent self-pay/subsidized care. The organization services a broad range of low income and underserved communities across the region.
PPSFL has a staff of approximately 70 working across our region. The organization is led by a five-member Leadership Team. The agency’s departments include patient services, programming and communications, advocacy, development, finance and operations, and administration.

The Changing Environment

The environment for all health care providers is evolving quickly. The advent of health care reform across the country and a change in health care delivery in New York requires new approaches and business strategies. Health services currently generate 60 percent of PPSFL’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. PPSFL must remain nimble in the face of change, vigilant in the fight for sexual rights and justice, and agile in responding to political threats and challenges. 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

PPSFL 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 PPSFL will serve as an ambassador between PPSFL and PPFA, and will also be a key strategic leader and collaborator with PPFA.

Compensation

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

For More Information

Referral of networking sources or potential candidates is welcome. Interested parties please send cover letter and resume to PPSFLCEO2172@ZurickDavis.com. All contact with our office will remain confidential. More information can be obtained by reaching out to Nancy Mundel at 617-823-9881 or Jeffrey Zegas at 781-938-1975.

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