



Position Guide

CEO

www.mazzonicenter.org



POSITION: CEO

REPORTS TO: Board of Directors

LOCATION: Philadelphia, Pennsylvania

MISSION

To provide quality comprehensive health and wellness services in an LGBTQ-focused environment while preserving the dignity and improving the quality of life of the individuals we serve.

ABOUT MAZZONI CENTER

Mazzoni Center is the premier health and wellness care provider in the Philadelphia region specifically targeting the health care needs of the lesbian, gay, bisexual, transgender, and queer communities. It was founded in 1979 as an all-volunteer clinic to serve the needs of the LGBTQ community in Philadelphia. When the first cases of HIV/AIDS began to appear in the early 1980s, the organization quickly responded, becoming the oldest AIDS service organization in the Commonwealth of Pennsylvania, and the fourth oldest in the Nation. As it grew and evolved to meet the needs of our constituents, Mazzoni Center combined HIV/AIDS-related services with a broad continuum of health care and supportive services, which include: outreach, prevention, education, direct medical and care services, psychosocial, mental health, therapeutic services, legal services, and support groups. With over 13,000 patients and 35,000 individuals benefiting annually from our services, we have proven to be a leader among community-based organizations in the greater Philadelphia area, and have developed a reputation for excellence and innovation in service delivery to our constituents. Mazzoni Center currently has a staff of 150 individuals and a budget in excess of \$16M.

THE OPPORTUNITY

Mazzoni Center is located in a new construction, beautiful, state of the art facility in historic Center City, Philadelphia. This is a unique and incredible opportunity to lead an organization that improves the lives of thousands, while making the City of Philadelphia and the surrounding communities stronger. Mazzoni Center is an essential part of the community that provides exceptional care to a diverse group of individuals. You will find

a passionate and committed staff of professionals that are dedicated to the mission and to providing a broad scope of services to the people they serve.

Mazzoni Center is moving through a time of transition following the departure of its CEO, Medical Director and Board President. The organization is financially stable and growing as they continue to address the evolving needs of the community it serves. Significant measures have been taken by the Board of Directors to address underlying causes of concerns, including the hiring of an Interim CEO who is charged with conducting a comprehensive organizational assessment analyzing strengths, weaknesses, and implementing various immediate changes to improve operational efficiencies and to make recommendations for the future, permanent CEO to consider.

We seek a leader with the rare combination of true empathy and compassion for the clients we serve, a deep knowledge and understanding of the LGBTQ community, strategic thinking, innovation, leadership to provide excellent client outcomes, and the ability to lead a team of professionals with an inclusive, team-oriented management style.

The Search Committee is especially interested in qualified candidates who can work with the Board on a strategic plan to ensure the financial wellbeing of Mazzoni, improve the culture of the organization, and build on and enforce agency wide policies that instill consistency, accountability, cross-departmental communication and collaboration.

The CEO is primarily responsible for the following:

Strategy and Leadership:

Working with the Board of Directors to ensure that the organization has a well-articulated long-range strategy, which achieves its mission consistently and within guidelines that encourage timely progress on agreed upon goals and objectives, and adapting to the ever-changing needs of the communities we serve

Leading by example and assuming ownership of the overall strategy development

Driving, energizing, catalyzing the commitment and actions required by staff, funding partners, and the Board of Directors to deliver results for the clients we serve

Instilling a sense of trust and confidence in Mazzoni Center and an uncompromising passion to fulfill Mazzoni's Mission, not just through the organization, but also across the City including clients, vendors, partners, media, and government

Growing Mazzoni Center's brand awareness and familiarity, not just to those who need or benefit from Mazzoni's services but also to the community at large

- ◆ Exhibiting compassion, respect and a profound understanding of the human diversity that makes up Mazzoni's employees, clients, vendors and partners

- ◆ The ability to communicate and connect with the individual or the organization at large on their level with understanding, empathy and a sincere acceptance of who they are and how they want to be understood

Financial Management:

- ◆ Ensuring the financial strength of the organization so that adequate funds are available to permit the organization to carry out its work
- ◆ Pursuing grants and funding opportunities consistent with the organization's Long Range Plan and Mission and sensitive to all of the populations it serves
- ◆ Developing and maintaining sound financial practices
- ◆ Working with the staff, Finance Committee, and the Board in preparing a budget, and operating within budget guidelines
- ◆ Utilizing best practices to ensure responsible policies and risk management procedures are in place to keep the organization viable and sustainable
- ◆ Investigating and developing sources of sustainable alternatives to traditional funding, including for-profit enterprises, research opportunities, pharmaceutical trials, non-traditional donors, academic and medical institutional support and partnerships, etc
- ◆ Financial Performance and Viability: Develop resources sufficient to ensure the financial health of the organization
- ◆ Responsible for the fiscal integrity of Mazzoni, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization
- ◆ Responsible for fiscal management that generally anticipates operating within the approved budget that ensures maximum resource utilization, and maintenance of the organization in a positive financial position
- ◆ Responsible for leading a team of fundraising professionals and developing other resources necessary to support Mazzoni's mission

Communications/External Relations/Board of Directors:

- ◆ Ensuring that the Board is kept fully informed on the condition of the organization and all important factors and trends influencing it

- ◆ Establishing sound working relationships and cooperative arrangements with funders, external stakeholders and partnering organizations
- ◆ Developing and leading fundraising efforts when required
- ◆ Having an integral role in establishing and representing programs and point of view to other agencies, organizations, and the general public
- ◆ Serving as the organization's lead champion with a particular sensitivity to racial, ethnic, religious, disability, sexual orientation, gender identity and gender expression attributes
- ◆ Ensuring broad understanding of mission, programs and accomplishments of the organization and its people by the general public, as well as other key stakeholders

Engagement, Empowerment and Employee Support

- ◆ Ensuring that an effective management team, with appropriate provision for succession is in place
- ◆ Maintaining a climate that attracts, retains, and motivates a diverse staff of people who consistently perform at high levels
- ◆ Ensuring an appropriate recruitment program is in place that attracts professional and management skills needed to accomplish the mission
- ◆ Driving staff and volunteer development and education, and assisting individual program staff in relating their specialized work to the strategic plan of the organization
- ◆ Meeting the needs of the staff at all levels including the effective use of appropriate, consistent, and effective training and professional development for every individual
- ◆ Work with the HR department in updating policies that will provide an employee-oriented, high performance culture that emphasizes employee development, innovation, safety, wellness, health, quality, productivity, standards, goal attainment, and the recruitment, retention and ongoing development of a superior workforce

Program Development and Administration:

- ◆ Assessing and evaluating the value and worth of programs to the overall mission and needs of the community
- ◆ Supervise, oversee, and evaluate the Chief Financial Officer, Director of Development & Marketing, Chief Operating Officer, Director of Legal Services, and Medical Director
- ◆ Providing strong, effective, and dynamic leadership in developing programs, organizational and financial plans with the Board of Directors and staff; and carrying out plans and policies authorized by the Board
- ◆ Driving a culture placing safety and a high level of care for clients, staff and volunteers above all else
- ◆ Maintain a working knowledge of significant developments and trends in the field
- ◆ Maintaining official records and documents, and ensuring compliance with Federal, State and Local laws and regulations

PERFORMANCE OBJECTIVES

The current and future challenges facing all human service agencies are numerous. In the near term, the CEO will be expected to continue to deliver outstanding client outcomes while meeting and successfully addressing the following challenges:

1. Manage Mazzoni Center in a period of transition
2. Identify appropriate organizational structure and talent development plan to fill key leadership positions, a succession plan, an emergency management plan, and staff training and development with a focus on empowering staff and creating opportunities for career advancement within the organization
3. Maintain positive momentum forward in the areas of:
 - a. Policies and practices to provide guidance to front line and middle level managers
 - b. Continued strengthening of IT function, addressing basic strategies and infrastructure, management of client information, standardization, social media management, and staff training
 - c. Implementation of a marketing and communications plan to address the positive responsive changes that have occurred at the agency and to

transparently communicate with staff and the general public the efforts we're making as an organization to address inequities

d. Ensure agency wide inclusiveness

e. Implementation of agency wide equity policies

f. Creating systems for accountability

4. Maintain commitment to high quality service, innovative program management, and safety of patients, clients, staff, and volunteers

KNOWLEDGE, SKILLS AND COMPETENCIES

The successful CEO candidate will be an experienced and tested leader who possesses a combination of the following:

Skills:

- ◆ Demonstrated strategic leader who can both oversee daily operations and promote a compelling vision of the future
- ◆ Able to direct and make significant contributions to fundraising and constituent development
- ◆ Effective communication skills and commitment to transparency to develop strong and positive relationships with clients and key stakeholders
- ◆ Proficient fluency in nonprofit financial management, with the ability to work as a partner with the Chief Financial Officer and related Board committees
- ◆ Adept at managing and leading a large staff that would thrive under participatory management, cooperative decision making, and a community based organizational structure
- ◆ Track record of building trust with staff and community members, funders, and stakeholders to support new approaches to development and management
- ◆ Sensitivity to community-specific issues and dynamics
- ◆ Bringing intellectual strengths, outstanding public speaking and written communication skills, a persuasive writing style, and a dynamic personality to the organization
- ◆ Commitment to enhancing and embracing diversity as a change leader and enhancement to the work product

Education/Licensure/Clinical:

- ◆ Master's Degree in Nonprofit Management, Business Administration, Finance, Economics or any advanced degree, or a minimum of 10+ years of CEO or

Executive Director experience in a human service, medical, or behavioral health organization

Desired Competencies:

- ◆ Strong belief and commitment to the wellbeing of lesbian, gay, bisexual, transgender, gender non-conforming individuals, and queer individuals
- ◆ Passion for the mission of Mazzone Center and a demonstrated commitment to the field
- ◆ Excellent knowledge of culturally competent healthcare and service delivery to patients, clients, staff, and volunteers
- ◆ Business acumen: adept at the mechanics of operating a large, complex organization
- ◆ Financial acumen: understands P&L and balance sheet management principles
- ◆ Develop direct reports: works with mentors, coaches, leads and prepares talent for advancement and progression
- ◆ Political savvy: navigate and negotiate organizational and external networks and challenging situations at the Municipal, State, and Federal levels
- ◆ Manage vision and purpose: motivate and inspire excellence in daily management and future thinking
- ◆ Action oriented: identify and seize opportunities central to empowering and supporting a highly diverse staff and community
- ◆ Client focus: builds trusting and caring relationships that provide for excellence in service delivery
- ◆ Decision quality: make good, timely decisions based on analysis, wisdom, experience, and excellent proven judgment
- ◆ Ethics and values: unwavering ethical and moral judgment and behavior
- ◆ Innovation management: adept at bringing creative ideas to the table
- ◆ Human relations skills and experience in working with staff in a culture that values accountability and celebrates diversity and inclusion in all forms
- ◆ Experience in working with a unionized staff preferred
- ◆ Experience with change management preferred

COMPENSATION

This position offers a competitive salary and a generous benefits package consistent with other nonprofit organizations of similar size, scope and scale. Relocation package will be provided for out of state candidates.

TO APPLY

Final candidates will be required to take a behavioral assessment test that assesses aptitudes, personality traits, and ethics, as well as provide three writing samples that will answer questions specifically related to Mazzone Center.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/mazzone-center/>

Please visit www.mazzonecenter.org for additional information.

Mazzone Center is an equal opportunity employer. Mazzone Center is committed to the principles of equal employment opportunity, and nondiscrimination for all persons employed or seeking employment or seeking patient care, without regard to gender, age, race, ethnicity, color, national origin, ancestry, religion, familial status, sexual orientation, gender identity, gender expression, disability, veteran status, and any other categories protected by Federal, State, or Local law. The agency will provide equal opportunities in promotion, wages, benefits and all other privileges, terms, and conditions of employment.