

Position and Candidate Specification



Mary's Center

Chief Executive Officer

PREPARED BY:

Kathryn S. Sugerman, R.N., M.S.N

Gregory J. Vaughn, M.D.

David A. Wick

Wesley Yampolsky

May 2021

Assignment: 65109-001

THE LEADERSHIP OPPORTUNITY

The next Chief Executive Officer (CEO) of Mary's Center has the unique opportunity to both build upon an incredible legacy of impact, innovation, and care while helping lead the organization through post-pandemic recovery to a new chapter of exciting growth and evolution. Guided by a [Social Change Model](#) that integrates health care, education, and social services with a mature research component, Mary's Center has grown from a basement clinic to a Federally Qualified Health Center now serving more than 60,000 individuals each year across seven locations throughout the greater Washington D.C. area.

With opportunities for addressing new populations and providing new service lines in the area, Mary's Center has the potential to significantly increase the organization's capacity to meet the needs of growing under-resourced populations. However, the immense post-pandemic community inequities, the growing uninsured population, and the changing healthcare landscape pose some key challenges that will require committed and visionary leadership to navigate. The next CEO will be able to build upon the current organizational focus of "healing through perseverance and innovation" to continue to expand Mary's Center reach, impact, and leadership in the region.

Mary's Center is a shining light example of an organization built by passion, purpose, and values that has helped thousands upon thousands of patients and families build a pathway out of illness and poverty towards wellness and economic independence. The next CEO will be well-positioned to lead a talented, capable team and a compelling, critical mission to new heights.

MISSION

The mission of Mary's Center is to embrace all communities and provide high-quality healthcare, education, and social services to build better futures.

VALUES

Mary's Center believes the following values are essential to delivering high-quality services (P.A.R.T.):

- **Participant centered:** Use cultural competency and compassion to promote and celebrate diversity by placing the needs of the participants and community first.
- **Accountability:** Embrace your roles, take responsibility for your actions, and be empowered to take smart risks because innovation leads to growth.
- **Respect:** Foster an honest and supportive environment free from judgement where all voices are valued.
- **Teamwork:** Actively collaborate by sharing knowledge and seeking input to effectively reach organizational goals.

ORGANIZATIONAL BACKGROUND

Thirty-three years ago, Mary's Center was founded in an effort to provide bilingual health services to pregnant women and their infants. In 1988, Maria Gomez, Mary's Center President and CEO, was working as a nurse at the Washington D.C.'s Department of Health. She witnessed an increase in the number of Latin American immigrants migrating to the United States to escape war, poverty, and death. Once in the United States, these

individuals often went without prenatal care because they had no available support or resources. It was at this time that Mary's Center was founded by a group of health activists who were determined to make a difference in the community.

Ms. Gomez and her colleagues quickly realized that treating these women and their children for their health problems alone was insufficient to help them overcome the multiple life challenges they faced. Ms. Gomez expanded Mary's Center's scope to include a social services component as well as early childhood education. That education component led to the creation of the Briya Public Charter School as a separate organization but close partner adding two-generation education to Mary's Center's existing health and social service offerings. Collectively, these integrated services form the Social Change Model, a panoply of services that Mary's Center has been delivering to immigrant communities throughout the region for more than three decades. Using the Social Change Model, Mary's Center provides comprehensive medical, dental, behavioral health, education, job training, and social services. Participants include adults and children, many of whom have been in Washington, D.C., Maryland, and Virginia for generations, as well as individuals from almost 50 countries seeking basic freedom and opportunities. In addition, Mary's Center has developed partnerships with over 100 organizations in the area, from legal firms to managed care organizations. For many families, Mary's Center is their safety net and partner in achieving a brighter future.

Two of the biggest drivers of growth at Mary's Center were a \$3.4 million investment by Venture Philanthropy Partners to increase its organizational capacity in 2004 and becoming a Federally Qualified Health Center (FQHC) in 2005. Since 1988, Mary's Center has grown from a basement clinic to an [award winning](#) and nationally recognized FQHC with seven locations in the District of Columbia and Maryland, now serving more than 60,000 individuals each year, and a budget of \$75 million.

CARE AND SERVICES

The core work of Mary's Center is comprised of three areas: healthcare, social services, and education.

Healthcare

Mary's Center delivers comprehensive healthcare which includes primary care, specialty care services, chronic disease management, dental care, and behavioral health services. These offerings collectively address the basic needs of participants and mitigate any health issues that could detract from their quality of life. The services are designed to promote health and well-being through mental, physical, and emotional health coverage and access to care.

Social Services

The Social Services Program Division is comprised of a team of 200 individuals who work in conjunction with the medical and education teams to support and empower participants toward health and success. The Social Services team plays a critical role in the success of the Center's Social Change Model by working to address the social determinants of health.

Education

Briya's two-generation approach to education recognizes that parents are children's first and most influential teachers. As parents' literacy and educational levels increase, so too does their children's academic success.

Briya is committed to strengthening families and communities through a learner-centered environment of trust, respect, and collaboration. Mary's Center and Briya are strategic, long-term partners who share a philosophy of social change that links education, health care and social services to positive, long-term outcomes for families. Through their social change model, Briya and Mary's Center have together touched tens of thousands of families with a comprehensive approach to whole family care. Briya and Mary's Center share physical space at three locations (Adams Morgan, Petworth and Fort Totten) to promote direct access to resources for all their families. Many students who receive medical assistant certification through Briya have joined the Mary's Center health team.

COVID-19

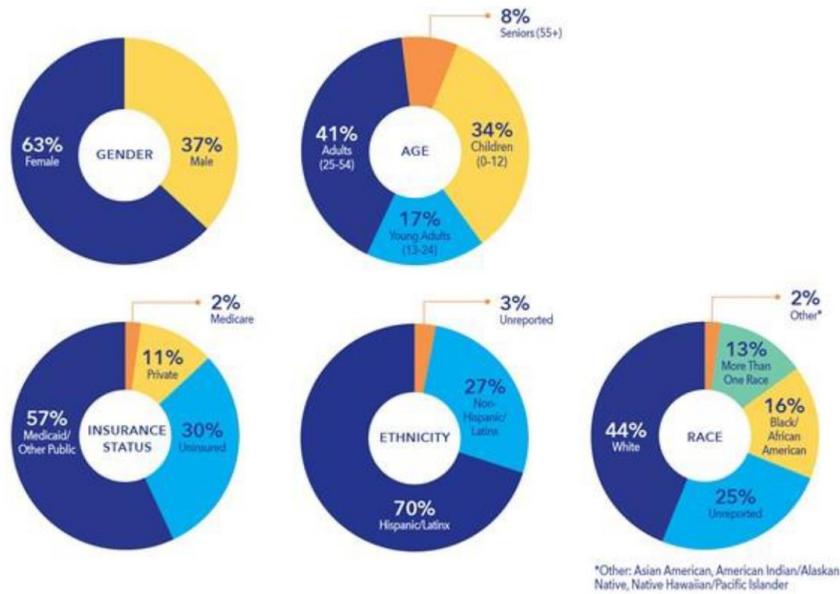
Since the onset of the pandemic, Mary's Center had to pivot to meet the increased demand for support in the community. The organization adapted delivery of services and programs and became equipped to test and treat participants for the virus. This included shifting to telehealth where more than 180,000 telemedicine appointments across behavioral health, dental, medical, and nutrition have occurred since March 2020. From the beginning of the pandemic, Mary's Center has functioned as the go-to testing site for the community and, through partnerships with government and local organizations, has provided free COVID-19 tests and wraparound services across multiple locations. Finally, Mary's Center has played a crucial role for the region as a major vaccination hub and provided more than 15,500 vaccinations in the region.

The COVID-19 pandemic has hit the Washington DC region hard, with the medically compromised and financially under-resourced communities suffering the most. Mary's Center is committed to meeting the needs in the community and to providing testing and vaccinations to the uninsured while continuing to serve all who walk in their doors with the highest quality of care.

KEY MARY'S CENTER FACTS

- Total Employees: 760 (as of April 2021). More than one-third of employees, at any one time, have been born through Mary's Center prenatal program and/or have received services throughout their lifecycle with Mary's Center.
- Total Participant Visits: Nearly 300,000 (2019)
- Total Participants: Over 60,000 (2019)
- Five health centers, two senior wellness centers, and two mobile units in the DC region:
- Washington, DC Health Centers: Adams Morgan (Ward 1), Petworth (Ward 4), Fort Totten (Ward 5)
- Maryland Health Centers: Silver Spring (Montgomery County), Adelphi (Prince George's County)
- Washington, DC Senior Wellness Centers: Bernice Fonteneau (Petworth), Hattie Holmes (Brightwood Park)
- Mobile Units: The Dental Cruiser and the HIV outreach and COVID-19 vaccination Mobile Unit

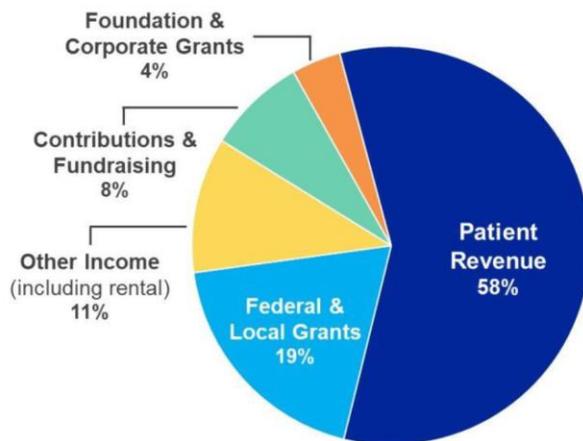
Participant Demographics:



FINANCIAL AND OPERATIONAL HIGHLIGHTS

- FY2019 Total Operating Revenue and Support: \$70,685,246
- FY2019 Total Operating Expenses: \$69,805,233
- Mary’s Center has grown rapidly over the past decade, from \$19 million in FY10 revenues to FY20 revenues in excess of \$74 million

2019 Sources of Funding (Totaling \$71M):



Mary's Center has significantly impacted the lives of many individuals in the Washington, D.C. area for the past three decades. The next CEO will be a passionate leader with a vision for carrying on the Center's legacy of providing the highest quality human and health services and creating opportunities for the next generation.

Reporting to the Board of Directors, the next CEO will have a demonstrated track record in developing forward-looking strategic plans and executing them to achieve organizational growth, equitable programmatic outcomes, best-in-class quality healthcare, and superior community and staff engagement. The CEO will have a collaborative, inspirational approach and a history of partnering successfully with diverse boards, communities, medical staff, and government officials. Acting as an advisor to the Mayor and County Executives and DC Council, the CEO will drive ideas and data to inform and shape policies that affect the participants and the organization itself. The CEO will serve as the face and voice of Mary's Center and will set the pace of development and change both internally and externally.

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	Executive Vice President, Health Services & Programs Executive Vice President, Organizational Support Services Chief Medical Officer Chief Development Officer Chief People Officer Chief Financial Officer Chief Compliance Officer
Other key relationships	Executive Director, Briya Charter School Platform of Hope D.C. Primary Care Association Montgomery County Primary Care Association Latino Health Initiative of Montgomery County DC Office on Latino Affairs DC Council and County Councilmembers

KEY RESPONSIBILITIES

- Strategic Vision: Using the current strategic plan as a foundation, develop, articulate, and implement a strategic vision for Mary's Center that is consistent with its core values and mission, centering and securing equitable health outcomes.
- Business and Operations: Identify a sustainable revenue model, create financial reserves, and implement creative solutions to further strengthen the organization for the long-term.
- Community Relationships: Establish and cultivate strong, credible, and trusting relationships with community constituencies and existing strategic partners, building upon them as a basis for fulfilling the mission of Mary's Center.

- Fundraising: Cultivate donors and strategic partners. Generate support through public funding initiatives and policy. Convert relationships and strategic vision into philanthropic funding to advance the mission of Mary's Center.
- People: Select, recruit, promote, and lead a diverse, cohesive, and results-oriented senior management team. Retain, develop, and engage staff throughout the organization.
- Diversity and Equity: Ensure that inclusion, diversity, and equity are at the center of Mary Center's operations and are the basis and motivation for all services and initiatives provided by Mary's Center.
- Advocacy: Develop and promote models of care that address policies that impact the mission of Mary's Center, including the Family Leave Act in DC, the DC Safety Net Insurance for low-income immigrants, and COVID testing and vaccine inequities.

DESIRED OUTCOMES

- Establish credibility and leadership with the staff and participants and instill a culture of performance excellence, high quality participant care, equity, and cultural competency.
- Ensure the development of an organizational structure with key leadership roles that supports the mission and desired culture of Mary's Center.
- In tandem with the executive team, create and implement operational efficiencies and innovative approaches that align with the Center's mission and vision to maintain financial sustainability.
- Increase Mary's Center's scope of offerings and reach within communities and identify as needed new locations and populations that might be well served by the Mary's Center model.
- In collaboration with the Board, lead the organization through the implementation of the current strategic plan while offering creative and innovative solutions to address the rapidly changing healthcare environment.
- Develop, plan, and execute the organization's future strategic plan.

Mary's Center seeks an accomplished, servant leader with proven experience and unwavering commitment to serve as its next Chief Executive Officer. The successful candidate will be a seasoned executive who believes that equitable quality care goes far beyond physical health.

IDEAL EXPERIENCE

Mission-Driven Organization Leadership

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

Leadership experience within a large group practice or other organization that includes management of clinical care delivery, preferably in an ambulatory setting. Federally Qualified Health Center experience would be valued. 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. Experience leading programs and institutions that focus on and deliver equitable outcomes is essential.

Diversity, Equity, and Inclusion Leadership and Advocacy

Deep understanding of, passion for, and commitment to the communities that Mary's Center serves. A history of promoting equity, diversity, and inclusion and developing related institutional structures and systems that create a work environment that cultivates excellence and values the contributions of the diverse staff and roles in the Center, as well as ensures equitable outcomes for the populations being served.

Donor Engagement

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

External Credibility

Outward facing, politically savvy leader with strong track record of articulating an inspiring organizational vision and representing organizational achievements to staff, participants, donors, government officials, and other stakeholders throughout the community.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Works with the Board to enhance and promote a vision and strategy to best position the Center within the evolving future of healthcare and education.
- Translates the vision and strategy into prioritized actions and initiatives that advance the Center's mission and goals.

- Confidently challenges assumptions and takes calculated risks to create opportunities for the Center and the community.
- Drives and promotes equity and innovation and encourages risk taking by all members of the leadership team.
- Thinks more than five years ahead.

Cultural Agility

- Exemplifies a high level of cultural competence and the ability to work effectively with diverse individuals and communities.
- Strong emotional intelligence and well-developed capacity to communicate effectively across multiple areas, both internally and externally.
- Builds a culture of respect and responsibility, and an inclusive workplace and environment that is aligned with a broader organizational equity agenda.
- Establishes processes and practices to encourage innovation and support effective change management.

Collaborating and Influencing

- Quickly engages and develops trusted relationships with the Center.
- Works collaboratively with a range of stakeholders and builds productive and trusting partnerships with allied organizations and close relations with government at the local, state, and federal level.
- Demonstrates excellent listening skills and actively seeks input from a variety of perspectives.
- Speaks with credibility and passion about the important role Mary's Center plays.
- Serves as the face and voice of the organization.

OTHER PERSONAL CHARACTERISTICS

- Spanish proficiency viewed favorably
- Skilled in developing and maintaining partnerships
- Engaged and ever-present
- Approachable
- Servant leader
- Strong equity lens
- Adaptable and resilient
- Organized

APPLICATION AND NOMINATIONS

To express interest or to nominate a potential candidate for the Mary's Center CEO position, please email wyampolsky@spencerstuart.com