

Job Description

President Health Resources in Action (HRiA)

The Opportunity

Health Resources in Action (HRiA) is a national, Boston-based non-profit organization whose mission is to help people live healthier lives and create healthy communities through prevention, health promotion, policy, and research, by working at the forefront of public and community health and medical research philanthropy. HRiA is seeking a proven leader who brings strategic vision, business acumen and a commitment to addressing today's most critical public health issues.

Headquartered in Boston and with an ever-expanding national client base, HRiA has a strong legacy and a bold agenda. The organization consults and partners with healthcare professionals, delivery organizations, foundations, government agencies and community organizations to build, plan, and implement broad-reaching support, services, and policy approaches that enhance community health and health equity. HRiA's broad spectrum of services includes consulting, technical assistance, grant making, research and evaluation, and training and capacity building.

The Board is looking for a leader with proven success advancing a fast-paced, multifaceted organization with complex administrative, financial, operational and service demands in a highly competitive marketplace. The ideal candidate will be credible by virtue of their accomplishments – a skilled communicator who is able to inspire and build teams. S/he will work with the Board of Directors to ensure the organization remains innovative and forward thinking, attracts and retains talent, strengthens its financial position and enhances its market position amidst a rapidly changing environment. The new President will be accountable for HRiA's operational effectiveness, management, and overall performance through times of significant change.

This is an exciting opportunity to lead this highly regarded organization at a critical juncture in its history and to work with the Board of Directors and staff to articulate a compelling vision and develop strategies that will ensure HRiA's continued vitality, financial sustainability and impact. HRiA's reputation with its clients, history of attracting funding from a variety of local, state, and federal sources and foundations, excellent team of dedicated staff, and relationships with outside experts and Board members are assets which the new President can leverage to bring the organization to its next phase of growth and development.

Organizational Overview

Background: In 1957, representatives from the Massachusetts Department of Public Health, the United Way and The Boston Foundation saw the need for new ways of funding medical research and addressing emerging public health issues to promote better health on the community level. That vision led to the creation of The Medical Foundation, the predecessor of Health Resources in Action. Over the past 58 years the client dollars invested in grant programs that HRiA has managed have contributed to the development of thousands of physician researchers, spurred new discoveries in clinical care and changed the landscape for biomedical research. HRiA's work in health promotion and disease prevention has led to declines in youth smoking rates, improvements in asthma care and enhanced capacity of communities across the country to implement programs to improve population health by leading countless community health assessment and planning processes.

Today: HRiA is a highly respected organization with a strong reputation and a stable base. The organization has grown beyond its original focus on medical philanthropy – which it still encompasses through its Medical Foundation division – to a fully-fledged Public Health Institute that embraces a range of strategies for addressing the social, economic and environmental forces that impact health. Through its work HRiA demonstrates its passion and commitment to social justice, mobilizing diverse stakeholders and empowering individuals and communities to work for health equity. HRiA's highly skilled staff bring extensive knowledge of public health practice and biomedical research and are recognized for their collaborative, respectful and responsive approach. A distinctive competency of the organization is its ability to engage diverse stakeholders in multi-sector projects and to successfully facilitate collective impact initiatives. HRiA has 85 dedicated project administrative staff who work primarily from the Boston, MA office; however the practice continues to grow both regionally and nationally.

HRiA has a budget of \$11.3 million, of which 31% comes from government sources, 38% foundations, and 30% from fee for service. Like all organizations that are dependent on project-based and government funds, it is operates in an environment of unpredictability; and like many healthcare-focused organizations, it is experiencing rapid changes.

The organization consists of two distinct divisions — Public Health Consulting Services and Program Development, and The Medical Foundation – each with different but complementary services. The next President will be tasked with identifying opportunities for increased synergies between these divisions and developing an organizational brand that reflects the full scope of HRiA's work.

Public Health Consulting Services and Program Development: HRiA's consulting services span a wide range of areas including policy and program development, research and evaluation, training and capacity building, and technical assistance. In 2015, revenue from consulting services and community health programs was \$9 million and served a range of private and public sector clients throughout the nation. For over a decade, HRiA has managed the Massachusetts Health Promotion Clearinghouse, which disseminates over 2 million pieces

of public health literature to residents of the Commonwealth of Massachusetts, addresses issues of tobacco use, asthma, creating healthy homes, wellness and prevention, runs the Massachusetts Substance Abuse Information and Education Helpline and is widely recognized for its work on youth development including BEST Initiative (Building Exemplary Systems for Training), The 84 tobacco prevention program, The LEAH Project (Learning, Education, Action and Hope), and Peer Leadership Training.

The Medical Foundation: HRiA complements its public health practice by creating and managing customized biomedical research awards programs for bank trusts and family foundations through its Medical Foundation division. HRiA also uses its network of leading researchers to inform its life sciences consulting practice, working with clients to help them make informed decisions about biomedical funding strategies and strengthening communities, advancing health equity, and accelerating medical discoveries. In the past year, The Medical Foundation division administered grant programs for 11 philanthropic clients, awarding approximately \$17.7 million dollars to 63 investigators in the basic sciences and 22 physician scientists at fifty research institutions.

Challenges and Opportunities

The Transition to a New President: HRiA is at an important juncture. The impending retirement of its long-serving President makes timely identification of a new long-term leader very important. The Board of Directors is composed of talented, committed members, many of whom have long tenures. In the near future, some Board members will be transitioning off. With new executive leadership and a reconfigured Board, HRiA is at a time of exciting transition with the opportunity to reimagine and refine the focus of their work. Together, the Board and new President will develop a clear vision to set forth a compelling course for HRiA's future. Strategic, thoughtful leadership and strong organizational oversight is needed to identify new systems and strategies to support the organization's growth and impact. The President must be able to inspire staff and key stakeholders and expand the organization's visibility as a thought leader in promoting social justice and health equity.

Financial Stewardship and Sustainability: While HRiA is financially stable today, it is dependent on a pipeline of projects for funding sources. Infrastructure has not kept up with the organization's significant growth and changing revenue strategies, including moving to a fee-for-service consulting model. Healthy margins on the work HRiA performs are a key objective for the Board, as is building a larger reserve. In order to build upon past successes, HRiA will need a thoughtful and methodical approach to analyze its delivery models, stabilize funding, develop new business, leverage past funders and partners, and create new revenue streams.

The External Landscape: Ongoing changes in health care delivery and funding as a result of the Affordable Care Act, continued tightening of government grant dollars, and, an ever-increasing number of consulting firms in the health care industry provide both opportunities and challenges for HRiA. In addition, the definition of public and community health continues to broaden with an expanding focus on the social determinants of health and recognition of the

need to focus on health equity. While HRiA is well-positioned to adapt to and respond to these changes, it needs to be able to create opportunities to lead change as well as to respond to it.

The President Role: Scope and Responsibilities

Reporting to the Board of Directors, the President will provide leadership and vision and work in collaboration with the Board to determine strategic priorities. S/he will be accountable for HRiA's overall performance, operational effectiveness and management and will pursue and develop new business and revenue streams to facilitate organizational growth and ensure future viability and financial sustainability.

The new President will be collaborative, communicate openly, and cultivate trusting relationships with staff, Board members, and a myriad of key stakeholder groups, including: public officials at all levels of government; funders; business and medical communities; and the organizations and people HRiA serves. S/he will invest in HRiA's future by being forward thinking and agile, anticipating and responding to market needs with innovative programs and services and smart business practices.

Specific Responsibilities:

Key to the new President's success will be his/her ability to:

Lead the organization and work in concert with the Board, staff and others to develop a vision and strategic direction.

- Develop a clear vision and strategic priorities, long- and short-term goals, and metrics that will guide implementation and continuous improvement.
- Secure funding and spur action to continue to ensure excellence.
- Respect the organization's passion for the mission while growing innovative business programs, services and practices.
- Set the tone for an organizational culture that reflects HRiA's core values.

Strengthen and continuously improve HRiA's organizational capacities and capabilities, its services, systems, human resources and business practices:

- Lead and develop a talented, forward-thinking leadership team, empowering them to make decisions.
- Cultivate and promote Board and staff diversity, in the broadest sense of the word.
 - Recruit and retain talented project and administrative staff, creating multi-faceted teams with a broad range of cultural competencies who reflect the diversity of HRiA's clients and the communities HRiA serves.
- Ensure that the organization is strategic and agile in developing products and services to address the challenges facing their clients, as the environment changes.
- Encourage high professional standards.
- Improve internal policies and procedures to cultivate a culture of openness, fairness and feedback that supports staff and encourages teamwork.
- Support internal communications and encourage inter-departmental collaboration.

- Institute internal evaluation mechanisms that can measure and demonstrate the impact of HRiA's work.

Work effectively in partnership with the Board of Directors.

- Keep the Board informed on a timely basis about the organization's financial and operational performance, regulatory compliance, and environmental factors that impact HRiA's work and opportunities, to enable the Board to make sound decisions that best support HRiA and its mission.
- Promote ongoing development of a strong Board; keep Board members and committees engaged and focused and leverage their talents.
- Invest in strengthening the relationship between staff and Board.
- Promote regular communication and maintain transparency.

Serve as HRiA's ambassador.

- Speak eloquently, persuasively and credibly about HRiA in a range of settings, both internally and externally and at the local, regional and national levels.
- Expand the organization's visibility, influence and impact in the fields of community health and medical philanthropy, both locally and nationally.

Reach out and build external alliances and relationships.

- Build mutual trust and strong working relationships with key organizations and other interested parties, including healthcare partners, government agencies, funders, businesses and communities, and advocacy groups who can advance the mission of the organization.
- Influence and negotiate outcomes in outside partnerships.

Ensure the administrative and financial integrity and health of the organization.

- Establish long-term financial sustainability and integrity:
 - Create a business development strategy to leverage current work; assess and develop new revenue streams, financial models, lines of business, models of work and fundraising strategies.
 - Develop implementation plans and execute on them; ensure follow through and constant evaluation.
- Ensure compliance with regulatory requirements of funders and others by building the proper controls and providing timely, accurate and complete reporting of financial, administrative and operational information.
- Ensure that the business model and lines of business are responsive to the needs of the marketplace, while meeting the organization's goals and the needs of its clients.
- Oversee the assessment and alignment of systems, organizational structure and roles:
 - Determine infrastructure, process and communication needs.
 - Leverage technology in ways that enhance the organization's performance.
 - Develop an organization model that fosters innovation while meeting the needs of clients.

- Use data to evaluate and improve operations and effectiveness, and to document impact and value for current and potential partners, grantors, other funding sources and the public at large.

Expectations for the First 12 Months

A top priority for the new President will be to begin creating a smooth transition to the future:

Get to know HRiA and establish credibility as a leader both internally and externally.

- Listen and learn: develop an understanding of HRiA and how it works.
- Concentrate on building mutual trust, working closely with the Board, staff and other stakeholders.
- Effectively communicate with all stakeholder groups and clearly convey HRiA's value proposition to a range of audiences.

Maintain standards of excellence, with an eye to the future.

- Maintain high quality of work and high standards for performance, financial health and viability.
- Work with the Board to develop and implement a strategy to move HRiA to its next stage of growth and development.
- Develop, implement, and communicate internally and externally regarding short- and long-term strategic priorities and operational plans for the future.
- Assess the current organizational structure and ensure that staff skills, models of work and experience are effective.

Develop and cultivate client relationships.

- Evaluate current clients and explore new opportunities to add value.
- Maintain, sustain and enhance existing relationships.

Qualifications

Proven leader

- Strategic and credible leader with vision, perseverance and proven ability to lead in a complex, multifaceted organization
- Track record of leading and navigating change and growth to build vital, sustainable organizations
- Skilled in navigating the political, economic and healthcare landscapes, including a sophisticated understanding of strategic drivers, trends and outside forces
- Effective at partnering with and working for a not-for-profit Board of Directors
- Proactive and skilled at recognizing and creating opportunities and leveraging resources

Gifted listener and communicator

- Superior communicator with exceptional interpersonal skills: clear and concise, with the ability to expand the visibility, influence and impact of an organization
- Passionate, compelling and persuasive; comfortable speaking in a wide range of forums

- Politically astute and diplomatic

Highly skilled manager

- Strong administrative, fiscal and operational manager with a demonstrated ability to inspire, delegate, and lead high-performing, collaborative teams
- Respectful of the past with the ability to make positive, sustainable change for the future
- Demonstrated success in business development, including contract procurement and revenue generation and diversification
- Able to balance needs and interests of Board, staff and stakeholders

Relationship builder

- An effective relationship builder, skilled at developing and nurturing effective partnerships and working collaboratively with other individuals and organizations, both locally and nationally

Knowledgeable about public and community health, research, policy and philanthropy

- Deep and broad understanding of the complex determinants of health and a commitment to building healthier lives and communities
- Comfortable and effective working at the intersection of public health, research, philanthropy, and policy and able to move in a diversity of public- and private-sector environments including not-for-profit, medical, community and business

Personal Attributes

- Recognized for integrity; thoughtful, honest and fair
- Transparent, compassionate, and empathetic
- Energetic, positive, flexible, and committed to excellence
- Keen financial, organizational and business acumen
- Strong commitment and belief in HRiA's mission and vision and of the importance of health equity and social justice

HRiA's seeks to contribute to a vision of a world where social conditions and equitable resources foster healthy people in healthy communities.

To nominate a candidate, or to apply, forward resume and cover letter in confidence to E. Catlin Donnelly & Associates at: hria@ecdonnelly.com

HRiA is an Equal Opportunity Employer. We provide equal employment opportunity to all persons, regardless of age, race, religion, color, national origin, gender, political affiliations, marital status, non-disqualifying physical or mental disability, or sexual orientation.