

This search was completed in April, 2003, with the appointment of Steven Emmert, senior vice president for internal affairs at Planned Parenthood of Los Angeles, and former president and CEO of Planned Parenthood of Omaha--Council Bluffs in Nebraska.

Job Announcement
Planned Parenthood of Metropolitan Washington
Executive Vice President
(Posted: February 1, 2003)

Planned Parenthood of Metropolitan Washington (PPMW) has retained Slesinger Management Services to recruit a seasoned manager to serve as executive vice president. The EVP's primary responsibility will be to improve the financial performance of PPMW's core business—providing reproductive health services to women and men at five clinics in Washington, DC, suburban Maryland, and Northern Virginia. The executive vice president will also oversee much of the organization's financial, administrative, and programmatic functions, enabling the organization's president to focus on fundraising, advocacy, and external relations. Applications will be accepted until the job is filled.

The Organization

Planned Parenthood of Metropolitan Washington is a non-profit, community-based health organization serving the Washington, D.C. metropolitan region. Established in 1937, PPMW provides family planning, education, and comprehensive reproductive health care to women, men, and teens, with special emphasis on serving low-income people. Reproductive health care services are currently provided at five clinics: two in the District of Columbia, two in suburban Maryland, and one in Northern Virginia. PPMW has a staff of 125 and an operating budget of \$8.9 million, of which \$4.6 million comes from patient fees and insurance reimbursements, \$1.6 million from government contracts, and \$2.6 million from donations from individuals and foundations. PPMW is governed by a 27-person board of directors; its president and CEO, appointed in 1999, is Jatrice Martel Gaiter. For more information about Planned Parenthood of Metropolitan Washington, go to <http://www.PPMW.org>.

The Position and its Principal Responsibilities

The executive vice president is a new position created to improve the financial performance of PPMW's clinics, which lose money and drain the organization of resources needed to serve poor patients and teens. The chronic deficits at the clinics are the result of several factors: inadequate reimbursement for services provided under government-funded programs, especially Title X family planning funds; the commitment of PPMW to provide services to all who request it, regardless of ability or willingness to pay; and inadequate reimbursement by insurance companies. As the number of patients increases, the losses increase, leading to a perverse and unacceptable situation in which serving fewer people makes better financial sense.

The overriding responsibility of the executive vice president, at least in the first year or two, will be to design, install, and oversee new systems and procedures that will turn these money-losing

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clinics into financially healthy entities. This will then enable PPMW to serve more people that seek and require its services, and will free up funds that can be used to subsidize low-income patients and for PPMW activities in public education and advocacy, which do not generate revenue and must be supported by donations or revenue generated by clinic activity.

The executive vice president will also oversee several departments currently reporting to the president and CEO so that she can focus her time on the critically important externally-focused activities of fundraising, advocacy, and public education. Specifically, the EVP will oversee existing departments in patient services, financial services, human resources, and information technology. The president and CEO will continue to oversee development, external affairs, and community education.

Desired Skills and Characteristics

As the person overseeing clinic operations—PPMW’s core business—and overseeing much of the organization, the executive vice president should be

1. Capable of directing the day-to-day business operations of a multi-site, community-based health organization, with the primary objective being to increase revenue and generate an operating surplus, while remaining faithful to PPMW’s mission.
2. Adept in working with and analyzing financial information and other quantitative data that will form the basis of key decisions to be made by the board, president and CEO, or senior management team about PPMW’s operations.
3. Capable of leading, motivating, and supervising senior staff who have highly specialized knowledge of their areas of responsibility.
4. Able to develop a strong partnership with the president and CEO, who will be focusing her time on key external opportunities, including fundraising, advocacy, and public education, but must remain fully informed about ongoing operations—especially the clinics’ financial performance—and consulted about key policy and programmatic decisions.
5. Instinctively entrepreneurial to find better ways to achieve the organization’s goals, and savvy enough to know how to introduce and implement change within an organization of PPMW’s size, complexity, and history.
6. Supportive of team-based, collaborative management that is based on open and free-flowing communication and extensive sharing of information. This is especially important at an organization as large and dispersed as PPMW, which currently has clinics in five sites throughout the Washington, DC, metropolitan area.
7. A person with enough maturity, confidence, and presence to be able to work effectively with dynamic, active, and diverse board members, especially those that serve on the finance committee.
8. Committed to the pro-choice mission of Planned Parenthood of Metropolitan Washington, and comfortable working in an organization dealing with human sexuality and reproductive health care.

Experience

The ideal executive vice president will have the following experience:

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1. At least 7 years of broad-based senior management experience, including significant profit and loss responsibility in a nonprofit or for-profit organization. Experience in healthcare is a plus, but is not as important as a track record of generating positive cash flow in any complex business environment.
2. A graduate degree in a management-related field, e.g. master's in business administration, nonprofit management, or healthcare administration.

Compensation

Salary will be commensurate with experience and qualifications, and competitive with senior operations positions at other Washington-based, community-level nonprofit organizations of comparable size.

To Apply

Please **e-mail or mail** (but not both): 1) cover letter, 2) resume, 3) email address, and 4) three-year salary history (which will be held in strict confidence) to:

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E-mail: Larry@SlesingerManagement.com (attached files in Microsoft Word only)

(This job announcement can also be found at <http://www.SlesingerManagement.com>.)

Planned Parenthood of Metropolitan Washington is an Equal Opportunity Employer.