

(This search ended in November, 2002, with the appointment of Roberta Geidner-Antoniotti, former president and CEO of Planned Parenthood of Maryland.)

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## **Job Announcement**

### **Whitman-Walker Clinic Managing Director for Operations** (Posted: July 12, 2002)

The Whitman-Walker Clinic in Washington, DC, is looking for a seasoned professional to serve as managing director for operations. This is an exceptional opportunity for an individual to serve as the principal deputy to the executive director and oversee a significant portion of the Clinic's health care and other programs as well as its financial and administrative operations. Whitman-Walker invites applications from candidates with the skills and experience described below. Applications will be accepted until the job is filled.

#### **The Clinic**

Whitman-Walker Clinic is a non-profit, community-based health organization serving the Washington, D.C. metropolitan region. Established 1973 by and for the gay and lesbian community, the Clinic is comprised of diverse volunteers and staff who provide or facilitate the delivery of high quality, comprehensive, accessible health care and community services. Whitman-Walker Clinic is especially committed to ending the suffering of all those infected and affected by HIV/AIDS. Clinic services include HIV testing and counseling, medical care, a broad range of mental health services, housing for displaced and homeless people with HIV/AIDS, and legal assistance.

Whitman-Walker is by far the largest organization of its kind in the Washington, DC, area, and is recognized nationally. The Clinic has an operating budget of more than \$25 million, mostly from government contracts to provide direct services and from grants and contributions from foundations, corporations, and individuals.

The Clinic has a staff of 250, which includes health care specialists, attorneys, social workers, and a wide range of other professionals and paraprofessionals. The staff is supplemented by a large corps of volunteers who offer expertise in program areas, as well as management support functions such as fundraising. Clinic headquarters are at the corner of 14<sup>th</sup> and S Streets Northwest in Washington, DC, a few blocks from Dupont Circle. The Clinic carries out its programs in a number of sites in that neighborhood as well as at three regional sites in Southeast DC; Arlington, Virginia; and Hyattsville, Maryland.

The Clinic is governed by a 41-person board of directors. Its executive director, appointed in 2000, is Cornelius Baker. For more information about Whitman-Walker Clinic, please go to <http://www.wwc.org>.

#### **The Position and its Principal Responsibilities**

Working in close partnership with the executive director, the managing director for operations will be responsible for overseeing the day-to-day operations of the organization, including

program implementation, financial management, human resources, management information systems, and facilities management. The primary areas that the managing director will not oversee directly are fundraising, communications, public policy and advocacy, and the general counsel's office, which will report directly to the executive director since an overwhelming portion of his time will be spent in these critical areas. The Clinic's medical director, who provides oversight regarding clinical issues across all programs, will also report to the executive director, but the managing director for operations will work closely with the medical director and his staff to insure effective and efficient program implementation. Similarly, the director of finance, who will report to the managing director for operations, will, in concert with the managing director, work closely with the executive director to insure the organization's fiscal health.

The overriding responsibility of the managing director for operations is to implement the goals in the recently approved strategic planning process that will guide the Clinic's activities over the next three years. Implementation includes converting the goals into an operating plan that states clearly who on staff will be responsible for meeting each goal; what new tools, systems, and procedures are needed to insure success; and when each goal will be accomplished.

Key responsibilities include:

1. Converting the recently completed strategic focus document into annual operating plans that include detailed financial plans—and then insuring that these plans are implemented.
2. Introducing new systems and procedures to insure that client services, which cut across departments and functions, are provided in a coordinated manner so that clients are taking maximum advantage of the Clinic's broad areas of expertise.
3. Establishing processes to evaluate all current programs and the feasibility of potential new programs using recognized management and research tools to make assessments and to establish priorities.
4. In close cooperation with the executive director and board, taking a critical role in long-range planning processes, including helping the organization refine its vision for the future and then develop strategies to realize it.

### **Desired Skills and Characteristics**

As the person overseeing the day-to-day management of a multi-faceted community-based health clinic, the managing director for operations should be:

1. Able to develop a strong partnership with the executive director, who will be focusing his time on key external opportunities, including fundraising and advocacy, but must remain fully involved in and informed about ongoing operations—especially the organization's financial health--and consulted about key policy and programmatic decisions.
2. Capable of developing, motivating, and supervising senior staff who have highly specialized knowledge of their areas of responsibility.
3. 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 as the Clinic, which offers a wide range of health and non-health programs at various sites in the Washington, DC, metropolitan area.

4. A person with enough maturity, confidence, and presence to be able to work effectively with a dynamic, active, and diverse board.
5. 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, executive director, or senior management team.
6. 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 the Clinic's size and complexity.
7. Attentive to detail and consistently thorough.
8. Committed to the mission of Whitman-Walker Clinic, and in particular the role the organization plays in the gay and lesbian community, and with people living with or at risk for HIV/AIDS in the Washington, DC, metropolitan area.

### **Desired Experience**

The ideal managing director of operations will have the following experience:

1. At least 7 years of broad-based senior management experience at a community-based, nonprofit health care or other social service organization with revenues of at least \$15 million. Experience in healthcare financing is a plus.
2. Experience introducing and managing change and improvement in an organization of relevant scope and size.
3. Recognized accomplishments in at least two of the following key areas: program development, program evaluation, internal administration, and financial management.
4. 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** a: 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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 5016 Westpath Terrace  
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 in Microsoft Word only)

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

*Whitman-Walker Clinic is an Equal Opportunity Employer.*