



Invitation to apply for the position of Chief Operating Officer Transhealth

Transhealth, a groundbreaking independent and comprehensive gender-affirming healthcare center built in Western Massachusetts to serve and empower transgender (trans) and gender-diverse adults, children, and families, is seeking an experienced, mission-focused, data-driven, and community-centered Chief Operating Officer (COO) to join their dedicated team. This leader will work alongside the board, staff, and the community they serve to transform the world so that trans and gender-diverse adults and children are empowered and celebrated as they work with an affirming team to chart and own their healthcare journey.

The COO is a critical component of Transhealth's leadership team. In this time of rapid and exciting organizational growth, they will have a direct hand in executing the vision and implementing strategies for the next five years and providing the framework and processes to reach those goals. Inherent in this leadership position is a deep working knowledge of the healthcare environment and systems, a healthcare center's business and clinical operations, including departmental knowledge, staffing, human resources, finance, and technology implementation. The COO will report directly to and function as the "right hand" of the CEO, Dallas Ducar, work directly with the Chief of Staff, and will initially have three direct reports, including two clinical and one administrative, and will have oversight of five areas of accountability: human resources, clinical services, finance, information technology, and major project oversight. The COO will also manage the core pillars of Transhealth, which include with clinical care, research, advocacy, and education – all buttressed by robust community services.

Adept at operations, the COO will be able to scope, plan, and implement complex, multi-stream activities while keeping core operations running with excellence. They will oversee the efficient daily operations inherent to a healthcare center and balance that quotidian oversight with Transhealth's long-term staffing, process, and financial needs. They will manage key performance indicators and leverage data – both internal and external – to help make organizational and financial decisions. It is essential that this leader possess a welcoming presence, sharp critical thinking capacity, and a laser focus on operations and process improvement, alongside a comprehensive understanding of the clinical and social needs of trans and gender-diverse people. Perhaps most importantly, they must be able to create a culture of mutual

trust and respect among staff and invest in the intentional community that Transhealth has created both within the clinic walls and in the larger communities Transhealth serves.

Transhealth has retained Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm, as indicated at the end of this document.

ABOUT TRANSHEALTH

Mission

As a community, trans and gender-diverse people have often turned to each other for information, health advice, support, safety, and affirmation. Transhealth honors that by providing comprehensive and professional adult primary care, pediatric primary care, gender-affirming hormonal care, and mental healthcare, which centers and uplifts the most vulnerable. For many clients, accessing Transhealth's services is their first safe healthcare experience where they can receive care that aligns with their identity. This work is lifesaving. As a trans-led organization, Transhealth is uniquely positioned to expand the healthcare possibilities for the community and provide a model for the nation. Through Transhealth's four pillars of comprehensive clinical care, community-based research, innovative education, and fierce advocacy, they work to secure a healthy, affirming future for all of us.

Transhealth believes everyone deserves to experience joy and passion in their work, bodies, relationships, and communities. They are prepared to engage deeply and fight for their patients' right to experience that joy, passion, and self-determination. That same joie de vivre is at play every day in the healthcare center. Simply stated, every person who walks through the doors should feel like they belong and that Transhealth is a place where they can be themselves authentically. It is a place where they are genuinely listened to and understood. Where they are helped to understand themselves. Where they are empowered to discover their authentic life journey with the aid of a dedicated clinical care team and community support.

History

Transhealth has its roots in the experience of Perry Cohen and his co-parent, Brooks Bull. Tired of driving two to three hours to a city for certain types of gender-affirming care for themselves and their family, Perry and Brooks dreamed of creating a comprehensive center for gender-affirming care in Western Massachusetts. With the generous support of his parents, Jan and Rick Cohen, this dream became a reality. Transhealth is truly built upon the foundation of family and community.

The first step in founding the center was to build a team to conduct a study of local needs known as The PATH Project (Plan and Act for Transgender Health). This needs assessment was conducted as a partnership between local trans and gender-diverse community members and staff from The Fenway Institute, Cooley Dickinson Health Care, and Harvard Medical School to ensure that as many voices as possible contributed to the foundation of the center. The goal of PATH was to reach the many people who typically don't get their needs taken into consideration. Using this needs assessment, the center could offer the services people want and need and demonstrate their commitment to always listen and respond to the communities that Transhealth serves.

With the study complete and the community's needs clearly defined, in 2021, Perry brought on the founding team and opened Transhealth for business. The initial team included Dallas Ducar, CEO creating, leading, and implementing the vision. Prior to assuming the CEO position, Dallas served as the Clinical Lead for Mental Health Services at the Massachusetts General Hospital Transgender Health Program, where she worked with an interdisciplinary team to provide novel gender-affirming care. Since the inception, Dallas has been committed to expanding gender-affirming care while building out the research initiatives, educational programs, fierce advocacy, and robust community services seen at Transhealth. She believes Transhealth offers a model of healthcare for our nation to follow and that Transhealth is truly leading the way with innovative, community-driven, comprehensive approaches.

Transhealth Today

Since its inception, Transhealth has continued to steadily grow and thrive. In the first year, the Transhealth leadership team hired 25 staff members. The full-time team includes one primary care director (who is a nurse practitioner), one mental health director (who is a licensed independent clinical social worker), one administrative director, one fundraising lead, one communications lead, an additional family nurse practitioner, one pediatrician, two psychiatric-mental health nurse practitioners, two registered nurses, three clinical technicians, three licensed clinical social workers, one community health worker, one community engagement specialist, three patient services coordinators, one patient access coordinator, one practice manager, one research assistant, and one educational assistant. Part-time staff includes one adjunct physician assistant, one adjunct therapist, one policy and advocacy specialist, and the chair of a Research Advisory Board. Transhealth is planning to hire one People Operations manager, additional clinical technicians and bring on additional financial, research, and advocacy interns, along with more social work interns and medical/nursing students. The demand for Transhealth's services and programs has been overwhelming and only impeded by organizational capacity. In their first year, they saw over 1,200 patients and are projected to see over 7,000 patients by 2025. In addition to their clinical work, they are working within their community to build connection and engagement and advocate for affirming care across the state, region, and nation.

The second fiscal year, 2022, is firmly centered on all elements of clinical excellence. Measures and targets for the continuous improvement of clinical excellence are being defined in all aspects of operations. Current measurements of clinical excellence focus on the following domains, patient-reported outcome measures, patient experience, community experience, staff wellbeing, and financial KPIs. Understanding these domains is crucial to defining and measuring clinical excellence for the main site, Transhealth. As these standards are defined and met, the Leadership Team and the Board will establish a thoughtful growth that will extend this vision of care to a broader constituency. As these foundational efforts are solidified into the central hub of operations, Transhealth will ready itself for structured planful growth. Planning for growth will be a particularly critical and thoughtful aspect of the COO's work. Despite the continued attacks on trans and gender-diverse people in the United States and abroad, Transhealth views this period of potential service growth and expansion as momentous and energizing. Transhealth's current operating budget is 5 million dollars and growing rapidly as evidenced by their [growing national media coverage](#).

Services Offered

Transhealth is devoted to providing comprehensive gender-affirming clinical care across the patient lifespan. They believe that healthcare is all about curiosity, empowerment, and co-creation to give

patients tangible ownership of their journey. Transhealth's services are for trans, gender-diverse (non-binary, gender-queer, gender-nonconforming), those questioning and exploring their gender, and others for whom gender identity or expression provides a barrier to accessing quality healthcare, as well as their families and partners.

Services include: Adult Primary Care; Pediatric Primary Care and support to caretakers; Mental Health, including surgical letters, psychiatric medication prescribing, and long and short-term therapy; Gender Affirming Hormonal Care; and Community Support, including social groups, educational groups, drop-in space, and community events. Clinical services are available both in-person and via telehealth, and community services are accessible in-person, virtual, or hybrid. They are also expanding research, educational, and advocacy initiatives in line with their pillars.

You can view their current Community Support events [here](#).

OPPORTUNITIES AND CHALLENGES

Serve as a strategic partner with Chief Executive Officer to ensure that Transhealth's internal operations, practices, and procedures support the organization in achieving its mission and executing its strategic goals

As a critical leader in the organization, the COO provides sound judgment to execute important decisions that further Transhealth's goals and strategy. Providing guidance, support, and thought leadership, the COO will add capacity to senior leadership and identify collective, annual goals and determine tangible ways to achieve them. The COO will be expected to maintain familiarity and develop expertise with substantive developments, resources, approaches, and best practices in healthcare administrative management and operations and to effectively inform organizational strategy and strategic planning that anticipates future trends, opportunities, challenges, and risks.

Implement the operational features of Transhealth's five-year strategic plan and benchmark operational and staff performance against key performance indicators and strategic objectives

The COO will oversee the implementation of and fidelity to the organization's strategic plan with a focus on workforce, operational, and key infrastructure priorities. In managing Transhealth's operations, the COO will work in a collaborative yet decisive manner to support senior leadership, enhance a growing organization, and enable teams to enhance Transhealth's service pillars of Clinical Care, Research, Education, and Advocacy. The COO will develop a system for tracking and reporting on the progress toward executing strategic priorities, benchmarks, projects, institute programs that reward excellence and motivate the team, and coach directors while ensuring they have the necessary resources to execute the strategic plan and serve Transhealth's mission of operational excellence.

Effectively model and steward Transhealth's mission internally to empower trans and gender-diverse adults, children, and families in their healthcare journey

While this will be an internally focused role, the COO will maintain familiarity with and a working knowledge of the overall trends in trans and gender-diverse healthcare practices and how they inform patient care and outcomes. As a senior executive leader at Transhealth, the COO must be a strong and compelling internal standard-bearer for the Transhealth mission and the importance of building a strong,

empowered, and healthy community to internal and external audiences. Transhealth has a bold vision, and the COO will be an integral part of working to upholding the dignity of trans and gender-expansive people internally and providing a model to the team of how to do this work locally and nationally.

Work alongside a dedicated staff and board to help solve pressing issues facing trans and gender-diverse people now and into the future

Transhealth's staff and board members are incredibly talented and fully invested in Transhealth's mission of creating a brighter future for the landscape of trans and gender-diverse healthcare. They have been true trailblazers in the field of community healthcare and have taken challenges head-on with an entrepreneurial spirit. The work they do is meaningful and often deeply personal. The COO will work alongside the staff and board to maintain that mission-centered culture as the organization grows. This is unique, all of Transhealth is incredibly team-oriented and collaborative, all voices are welcomed to the table. They will invest deeply in the community, both in Western Massachusetts and abroad, and rely on that network to inform Transhealth's strategic work and meet the evolving needs of trans and gender-expansive people.

QUALIFICATIONS AND ATTRIBUTES OF THE CHIEF OPERATING OFFICER

The COO must be strategic and highly organized, with a well-developed capacity for systematic analysis, relationship-building, and leading a team of clinical and administrative professionals. Ideally, the COO will have worked in a senior leadership position in community-centered healthcare or a similar environment and be familiar and comfortable with that system. While no one person may possess all of the qualities enumerated below, the ideal candidate will have many of the following professional and personal characteristics:

Professional Qualifications:

- A minimum of five years of experience in operations at the administrative leadership level.
- A minimum of five years of experience in a healthcare setting. Deep experience in healthcare administration is highly desired.
- Broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing.
- Proven track record in conducting organization-wide operational and budgetary planning.
- Experience with successfully identifying points of programmatic overlap and collaboration to most effectively utilize resources and ensure ongoing operational excellence.
- Ability to help others deliver measurable, high-impact, and cost-effective results that make Transhealth's vision a reality.
- Proven track record with strong relationship and team-building efforts with the capacity to enforce accountability, and learn the strengths and weaknesses of team members, to set others up for success.
- Ability to demonstrate tangible examples of reporting and program measurement and evaluation.
- Ability to work within a dynamic, fast-paced, and sometimes ambiguous environment while also maintaining and driving solutions forward.
- Demonstrated resourcefulness in setting priorities and guiding investment in people, operations, and systems.

- Experience working with collaborative, high-performance, teams.

Personal Attributes:

- Strong preference for the lived experience or deep understanding of the landscape of trans and gender-diverse healthcare and how multiple, intersectional identities affect operations, patient access, and experience.
- A commitment to Transhealth's mission and community.
- Demonstrated accountability, selflessness, integrity, trust, and loyalty.
- A bias for action, with the ability to stay grounded in the moment while looking toward the future.
- A continuous learner who is always looking to evolve as a leader.
- Capacity to lead and inspire with a style that supports teams.
- Collaborative and approachable in leadership practice.
- Self-confident, self-sufficient and self-directed.
- A problem-solver who is resilient in the face of conflict.
- Highly approachable.

HOW TO APPLY

Transhealth has retained Isaacson, Miller, a national executive search firm, to assist in this search. To apply, please send a resume or CV as well as a cover letter sharing your experience with the trans and gender-diverse community when applying for this role or you will not be considered.

For timely and comprehensive consideration, applicant materials should be received no later than October 1, 2022. Screening of applications will begin immediately and continue until the completion of the search process. All inquiries, nominations, and applications will be held in strict confidence and should be directed to:

Mr. Tim McFeeley (he/him), Partner
Mx. Angelo Alexander (they/them), Associate
Mr. Clay Batley (he/him), Senior Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/search-detail/8680>

Electronic submission of materials is strongly encouraged.

At Transhealth we are an equal opportunity employer. Our patients, clients, and community members come from all walks of life and so do we. We hire great people from a wide variety of backgrounds, not just because it's the right thing to do, but because it makes Transhealth stronger. If you share our values and our enthusiasm for gender-affirming care, you will find a home here. A place where you can be you.