



CHIEF FINANCIAL OFFICER
BRIDGEWELL
PEABODY, MA

THE SEARCH

Bridgewell, a nonprofit agency that provides an unmatched range of social and human services that empower people with disabilities and other life challenges, seeks a mission-driven and strategic leader to serve as its next Chief Financial Officer (CFO). Bridgewell delivers support through community housing, day programs, outpatient treatment, recovery services, education, and employment training throughout Eastern Massachusetts, receiving significant funding to carry out this work through Department of Development Services (DDS) contracts. As Bridgewell grows its services and programs to expand its reach and impact, the next CFO will be instrumental in supporting these goals through strategic financial leadership.

Bridgewell employs over 1,400 employees, including 90+ healthcare professionals, and has a rich history of providing social and human services spanning 65 years. Guided by its mission to inspire hope and empower people experiencing life challenges to achieve their fullest potential, Bridgewell offers broad and diverse service areas of behavioral health, disability services, recovery services, homeless and housing services, and specialized services, and is home to the Center for Professional Development.

Reporting to the President and Chief Executive Officer and a key member of Bridgewell's Executive Management Team, the CFO oversees the \$97 million annual operating budget, directs the agency's financial services, and provides leadership and direction to fiscal operations that support Bridgewell's mission, objectives, growth, and long-term financial viability. The CFO also serves as the Corporate Compliance Officer and Treasurer of the organization.

Bridgewell's next CFO will be a trusted strategic partner to the CEO, Executive Management Team, and Board of Directors, aligning resources with strategic priorities. The ideal candidate will be a financial leader with deep experience in nonprofit financial management, familiar with the complexities and requirements of diverse nonprofit revenue streams, and equipped to productively partner with external auditors and banking relations. To sustain the agency's current success and support future growth, the CFO will be a change leader well-versed in financial best practices and leveraging technology to implement system and process improvements that enhance efficiency, effectiveness, and capacity. As the leader of the Finance Department, the CFO will be expected to be a strong manager and mentor, able to unify and inspire staff and foster a culture of collaboration, accountability, and high-quality service.

Bridgewell has retained Isaacson, Miller, a national executive search firm, to assist in conducting this important search and to help identify outstanding candidates. All inquiries, applications, and nominations for this opportunity should be directed to the search firm as indicated at the end of this document.

BRIDGEWELL

Bridgewell takes a person-centered approach in its delivery of services. The agency operates over 100 programs throughout Eastern Massachusetts and serves over 7,000 people annually. Programs include community housing, day programs, outpatient recovery services, and education and employment training. Bridgewell's annual operating budget is \$97 million. The organization employs over 1,400 individuals, including more than 90 healthcare professions on staff.

Originally established in 1958 as the Child Guidance Center in Lynn, MA, Bridgewell has seen remarkable growth in its 60+ year history. In its most recent chapter, Bridgewell collaborated with Incompass Human Services in 2021 as founding affiliates of a new parent company, the [New England Human Services Collaborative](#) (NEHSCO) to build the foundation for a larger provider-driven human services network in Massachusetts. Read more about [Bridgewell's history](#).

In the summer of 2022, Bridgewell completed the [2022-2025 Strategic Plan](#) outlining three strategic goals:

1. Become the employer of choice by finding and keeping the right people, providing the necessary resources, nurturing the Bridgewell culture, and developing people's skills, capabilities, and desire to deliver the mission in a high-quality, sustainable way.
2. Expand Bridgewell's needs-based services, which increase interdependence and quality of life for clients, families, and communities.
3. Develop a sustainable, profitable funding model that supports the forward-looking vision and mission of the agency.

Diversity, Equity, Inclusion, and Belonging Statement

Bridgewell strives to reflect the diversity of our employees and the people we serve by cultivating an equitable, inclusive environment that empowers everyone to be their authentic selves. We encourage, support, and celebrate the many voices and cultures of Bridgewell. With dignity, caring, integrity, and respect at our core, we embrace the diverse experiences that enrich our community daily.

Behavioral Health Services

Bridgewell provides comprehensive treatment for children and adults challenged with psychiatric and developmental disabilities. Services include outpatient treatment, medication management, counseling, education, evaluation, and other support programs.

Disability Services

Bridgewell's disability services support people with intellectual, developmental, and physical disabilities. Services are aimed at empowering people to live safe, self-directed, and productive lives and include community housing, day programs, employment services, and other offerings.

Recovery Services

Bridgewell supports people with substance use disorders with the recognition that recovery is a process and people need assistance. Understanding that each person requires a different mix of services, Bridgewell offers outpatient treatment, community and recovery housing, and job placement.

Homeless & Housing Services

Bridgewell serves people experiencing homelessness or who are underhoused. Housing programs include affordable housing options, the Pathfinder Residential Program, a nationally-recognized program that serves people experiencing homelessness who often have psychiatric disabilities and other challenges, and counseling focused on helping people begin the process of reentry into mainstream society.

Specialized Services

Specialized services at Bridgewell help people with extensive medical or behavioral challenges in addition to other disabilities. Bridgewell also delivers individualized support and develops programming as unmet or emerging needs evolve. This includes early onset dementia and planned and emergency respite care.

Accreditations and Licensures

Bridgewell is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), the highest level of certification an organization can achieve. An organization receiving accreditation from CARF International has put itself through a rigorous peer review process. A team of international surveyors conducts on-site visits every three years to assess Bridgewell's commitment to offering programs and services that are measurable, accountable, and of the highest quality. Bridgewell's services are also licensed by the Massachusetts Department of Developmental Services, Department of Mental Health, and Department of Public Health.

LEADERSHIP

President & Chief Executive Officer Chris Tuttle

As President & Chief Executive Officer of Bridgewell, Mr. Tuttle is leading Bridgewell in its 6th decade of providing exceptional services that empower people with disabilities and other life challenges to live safe,

self-directed and productive lives. As part of this role, he oversees and provides strategic direction for operational activities in support of regulations, policies, goals, and objectives, including maintaining the exceptional quality of Bridgewell's services. Mr. Tuttle is actively involved in external activities that influence industry direction and enhance the operations of Bridgewell.

Mr. Tuttle previously served as director of operations for NFI Massachusetts, Inc., supervising the senior managers of five divisions and overseeing the organization's budget. He was also director of behavioral health and director of adolescent residential services at NFI Massachusetts. Prior to this, he was director of the Northeast Regional Resource Center, health and education services, in Beverly. Currently, he serves on the Board of Directors for the Association for Developmental Disabilities Providers (ADDP), the Association for Behavioral Health (ABH), and The Captive Advantage.

Mr. Tuttle earned a Master of Nonprofit Management from Regis University and a BS from Metropolitan State College.

THE ROLE: CHIEF FINANCIAL OFFICER

The Chief Financial Officer reports directly to the CEO and serves as a member of the Executive Management Team. The CFO directs the financial services of the agency, providing leadership and direction to fiscal operations to shape, support, and promote the mission, objectives, growth, and long-term financial viability of the agency. The CFO also serves as the Corporate Compliance Officer and Treasurer of the organization.

Essential Duties and Responsibilities:

- Direct the financial planning, financial analysis, and financial strategy implementation of the agency through strong leadership of the accounting and finance functions; contract management/compliance; purchasing; real estate and investment holdings; and budget management.
- Direct and manage Finance Department staff and ensure that performance standards are upheld, that the individuals and departments are working in accordance with contract requirements, standard accounting practices, applicable government regulations, agency procedures, and with respect to the agency's mission and goals.
- As a key advisor to the CEO and Board, offer well-thought-out perspectives and leadership on treasury functions, options for growth, debt financing, overall financial strategy, and operational excellence to ensure the agency's long-term financial viability.
- Participate in agency strategic and operational planning, bringing financial perspective, forecasting, and budget expertise to the process. Ensure the development of a plan to meet strategic goals related to financial and outcome reporting.
- Oversee the performance and integration of computerized financial systems and accounting, including accounts receivable/accounts payable, cash receipts and disbursements, and general

ledger. Annually review Finance Department accounting controls, updating policies and procedures of the agency as appropriate.

- Establish and maintain regular reporting related to financial performance, budget, and forecasts, ensuring the Board and CEO remain apprised of organizational financial performance in relation to established goals. Work with department heads to ensure pertinent financial information is shared and managers understand their roles related to the finances of the organization, and, as a result manage their responsibilities as required.
- Oversee the annual budget process as part of annual planning with senior managers and department directors and the Executive team. Monitor budget status regularly, and oversee any modifications and transactions to operating funds, restricted funds, and the agency accounts.
- Oversee banking relationships and assess investment performance, opportunities for loan consolidation, refinancing, and other options beneficial to the agency.
- Prepare for and facilitate the annual audit and follow-up to completion on any audit recommendations and outcomes.
- Complete all necessary regulatory reporting, including the Uniform Financial Report and monthly financial reports and filing as required.
- Oversee contract preparation, submissions, and accounting, ensuring contract compliance.
- Direct and manage the Purchasing and supply chain function of the Finance Department to ensure a procurement strategy that identifies, prioritizes, evaluates, and manages procurement needs of the agency, including negotiating and managing vendor and supplier agreements.
- Chair the company Corporate Compliance Committee and guide the organization toward the goal of 100% compliance with applicable federal and state laws and regulations.
- Provide supervision, leadership, training, and mentoring to their team to ensure performance standards are upheld and that all are working in accordance with agency requirements, mission, and goals. Develop and implement plans for improvement based on best practices, as well as regulatory requirements.
- Identify internal and external talent for key open positions and help direct reports build a strong talent pipeline and succession planning through internal and external recruitment.
- Build strong teams within their function and create an environment that fosters employee engagement through regular recognition, employee appreciation, and people development.
- Work with their teams on creating an environment that supports Diversity, Equity, Inclusion and Belonging based on Bridgewell's DEIB statement and initiatives.
- Encourage an environment within their assigned function that welcomes change through effective communication of strategic plans and business initiatives.
- Other duties as assigned.

KEY OPPORTUNITIES + CHALLENGES

The next CFO will be a forward-thinking, mission-driven leader with exceptional financial, communication, and relationship-building skills who is excited about Bridgewell's cause and committed to growing and sustaining the long-term financial viability of the agency. Specifically, the CFO will work to address the following opportunities and challenges:

Serve as a Strategic Partner to the CEO and Executive Management Team

The CFO will serve as a strategic partner to the CEO, bringing a sophisticated financial skillset to discussions and planning. They will provide the CEO with timely and accurate financial information to support decision-making, explore options, and anticipate potential issues. The CFO must also be an approachable educator and storyteller able to promote financial literacy across the agency, explain complex financial information, and provide clarity around the impacts of programmatic decisions on organizational finance and vice versa. To this end, it will be critical that the CFO be a proactive relationship builder and collaborator with fellow Management Team members and others across the organization, demonstrating genuine interest and curiosity in Bridgewell's diverse services and programs to align financial resources and infrastructure with needs and goals and provide the best counsel on strategic decisions.

Support and Sustain Growth through Strengthened Financial Operations

Bridgewell is on a growth trajectory, continually looking to identify and build strategic opportunities that can expand its vision and mission. The next CFO will be a thoughtful, strategic leader who guides and supports Bridgewell's ambitions across program, service, and real estate development. They will bring a high level of business and financial acumen to finance and structure new ventures in sustainably. Because the CFO will also oversee the finances of Bridgewell's parent organization, NEHSCO, experience with mergers, acquisitions, and shared service agreements would be beneficial.

To support Bridgewell's programs and services now and into the future, the CFO will be a change leader who brings best practices and a spirit of continual improvement to the finance area. The CFO will evaluate and identify opportunities to modernize, improve, and where possible, automate financial systems to increase accuracy, efficiency, and productivity. The CFO will champion a service-oriented culture, always looking for ways to optimize and scale financial infrastructure in ways that are responsive to changes and additions to Bridgewell's suite of services. They will develop and implement more effective processes for areas such as budgeting, billing, payments, contract management, and reporting, lessening the administrative burden on program staff so they can more easily focus on programmatic responsibilities.

Manage Diverse Revenue Streams

Bridgewell operates through the successful management of diverse revenue streams, including government contracts, patient services, rental revenue, grants, and contributions, all of which bring

unique requirements, rules, and regulations. The CFO will bring deep knowledge of a wide range of nonprofit funding sources and the related complexities of billing (e.g., private insurance, Medicare, and Medicaid), reporting, and compliance. Familiarity with state and federal grants and contracts will be especially valuable as Bridgewell receives a large portion of its revenue from the Massachusetts Department of Developmental Services (DDS) and the U.S. Department of Housing and Urban Development (HUD). In managing revenue streams, the CFO will ensure that Bridgewell maintains a consistent cash flow and budgets to meet targets and satisfy debt covenants.

Develop and Lead the Finance Team

The CFO leads and manages the Finance Department, which consists of a team of 17, including four direct reports: the Director of Budgets & Revenue, the Controller, the Director of Purchasing, and the Director of Transportation. The CFO will support this team, utilizing the institutional knowledge of seasoned members while providing mentorship, professional development, and cross-training to cultivate a staff that is knowledgeable in best practices and can adapt to new systems and processes. The CFO will cultivate a culture of flexibility, mutual respect, integrity, and shared accountability, motivating staff to provide a high level of service across the agency. Given Bridgewell's ambitions, it will be imperative that the CFO recruit, retain, and develop a talented team of finance and accounting professionals who can support and sustain the agency's growth. The CFO will be encouraged to evaluate and assess the office's structure, shifting and growing the team in ways that best meet the function's mission and most effectively use organizational resources.

Engage and Support the Board of Directors and External Partners

The CFO will cultivate strong working relationships with Bridgewell's Board of Directors, supporting the Board in carrying out its fiduciary responsibility to the Agency. They will produce timely financial statements and relevant analyses and offer perspectives and counsel on treasury functions, options for growth, debt financing, overall financial strategy, and operational excellence to ensure the agency's long-term financial strength. The CEO will also maintain open lines of communication with external partners, manage banking relationships, work closely with auditors, and represent the agency as needed.

QUALIFICATIONS & CHARACTERISTICS

The successful candidate will be mission-driven and have proven financial leadership experience in the nonprofit sector. Specific requirements include:

Required Education/Experience

- Master's degree in business administration with a concentration in finance and accounting and/or Certified Public Accountant.

- A minimum of 5 years of experience in a leadership capacity managing the finance department of a large multi-faceted organization.
- At least 3 years of financial management experience in the non-profit sector, including negotiating and managing state, federal, and private funding contracts and grants, uniform financial reporting, and 990 tax returns.
- Experience with Medicaid, Medicare, and insurance billing strongly preferred.

Required Skills/Knowledge

- Strong problem-solving, leadership, planning, and organization skills, including the ability to manage multiple tasks, work under pressure, and meet deadlines.
- Strong coaching and mentoring skills.
- Strong change management skills and ability to influence others in understanding and implementing work/business plans.
- Strong verbal and written communication presentation skills.
- Meticulous attention to detail coupled with excellent computation skills.
- The ability to work effectively as a member of a team as well as independently.
- Ability to work effectively with internal and external customers, and with the board of directors. Proficiency in using computer and software capabilities to support and advance efficient and accurate financial operations (e.g., general ledger, spreadsheets, budgets, payroll).

APPLICATIONS, NOMINATIONS, AND INQUIRIES

Confidential inquiries, nominations/referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent electronically to the Isaacson, Miller executive search team via the link below.

Dan Rodas, Partner
Amble Ryan, Senior Associate
Nicole Sancilio, Senior Search Coordinator
Isaacson, Miller

<https://www.imsearch.com/open-searches/bridgewell/chief-financial-officer>

Bridgewell is committed to creating a diverse environment and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.