



CHIEF FINANCIAL OFFICER
Waystone Health and Human Services
Lawrence, Massachusetts

THE SEARCH

Waystone Health and Human Services (Waystone), a nonprofit human services organization supporting people with intellectual, developmental, and physical disabilities, seeks a mission-driven and strategic leader to serve as its next Chief Financial Officer (CFO). Waystone delivers support through day and employment programs, nursing and behavioral health services, community living services, and family services. As Waystone continues to grow its [services and programs](#) to expand its reach and impact, the next CFO will be instrumental in supporting these goals through strategic financial leadership.

For over 50 years, Waystone has provided services to more than 1,700 people and 63 towns annually across the Merrimack Valley, Greater Lowell, and the North Shore.. Guided by its mission to partner with people who are diverse in age, ability, and cultural background throughout their personal, work, and life journeys, Waystone remains committed to supporting people to find and maintain valued roles within their communities.

Reporting to the President and Chief Executive Officer and a key member of Waystone's executive team, the CFO oversees the \$43 million annual operating budget, directs the agency's financial services, and provides leadership and direction to fiscal operations that support Waystone's mission, objectives, growth, and long-term financial viability. They will also oversee the Finance, IT, and Facilities teams.

Waystone'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, experienced in overseeing IT strategy, 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, able to leverage technology to implement system and process improvements that enhance efficiency, effectiveness, and capacity. As the leader of the Finance, IT, and Facilities teams, the CFO will be expected to be a strong manager and mentor, able to inspire staff and foster a culture of collaboration, accountability, and high-quality service.

Waystone 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.

ABOUT WAYSTONE

Founded in 1971, Waystone Health & Human Services is a 501c3, nonprofit, human services organization established to support youth and adults with intellectual, developmental, and physical disabilities; acquired brain injuries; and mental health diagnoses. The organization operates in over 63 towns throughout eastern Massachusetts and serves over 1,700 people annually. Waystone is home to three facilities (Heritage Place, Parkridge, Landmark) and employs over 700 individuals and caregivers. In 2019, Waystone Health and Human Services, formerly named Fidelity House, merged with Career Resources, taking on the new name at that time.

In alignment with their core values of trust, growth, respect, integrity, and belonging, Waystone serves [people across the lifespan](#), with a wide range of diagnoses, conditions, and challenges. This includes individuals with intellectual/developmental disabilities, complex medical and behavioral health needs, physical disabilities and mobility impairments, acquired brain injuries, and age related conditions.

Waystone's strategic work is focused on reframing, enhancing, and reinventing their organizational structure, the services they provide, and the investment in the people they serve, their employees and the broader community. Their strategic priorities include improving customer experience; building and sustaining financial health; ensuring efficient and effective internal operations; cultivating an organizational culture of engagement, integrity, and belonging; and identifying collaborative opportunities to build partnerships.

Diversity, Equity, Inclusion, and Belonging Statement

The collective history of people with disabilities in this country is intermingled with that of people who have been discriminated against for centuries. The human services work Waystone HHS does today was founded by the work for equality and justice that was begun so many years ago by civil rights activists. As a human services organization, part of Waystone's role is to actively support equality and belonging for all people. Every person has worth and value. Helping people uncover and embrace their roles in life and value as human beings is at the core of what Waystone does.

Waystone HHS has established a DEIB Taskforce that will develop and foster a community setting where all clients and personnel from diverse cultures, ethnicity, gender/gender identity, sexual orientation, race, physical attributes, Veterans status, disabilities, and religious affiliations will succeed and flourish within their work, home, and social environments. Waystone endeavors to facilitate a climate of diversity, equity, and inclusion so that employees, families, and individuals have access to the foremost supports and services around the task force's mission.

Day and Employment Services

Waystone provides comprehensive programs focused on Daily Living, Rehabilitation, Community Engagement & Membership, Vocational & Soft Skill Development, and Employment Services. This includes day habilitation, acquired brain injury supports, community-based day supports, supported employment for adults, transition-age vocational skill training, and veterans employment.

Nursing and Behavioral Health Services

Nursing and Behavioral Health Supports focus on preventative, ongoing, and acute medical and behavior health treatment and interventions. The agency's well-coordinated and diverse service offerings ensure high quality, person-centered care. This includes medication oversight and administration, preventative care and screening, hands-on interventions, skilled nursing care, and care coordination.

Community Living Services

Waystone provides a variety of living supports ranging from 3 hours per week to 24/7 around-the-clock care to ensure people are well supported in their homes and local communities, with the intent to increase each person's level of independence and sense of belonging. These supports can range from group homes and adult family care to shared living and individualized home supports.

Children and Family Services

Waystone offers a range of services for children and families designed to provide families and caregivers with the tools and resources they need to deliver safe, comfortable, well-informed, and nurturing support to their family members in all aspects of home and community life. The Family Support Center provides resources, therapies, activities, recreation opportunities, support groups and more. Waystone's Intensive Services are designed for and available to children and families referred by the State of Massachusetts' Department of Development Services (DDS).

LEADERSHIP

As President and CEO, Brad Howell leads Waystone Health & Human Services, providing oversight for all programmatic and administrative functions across the organization. Brad began his career providing support to people with disabilities and those who had suffered traumatic brain injuries. He moved into work that was focused on clinical and behavioral supports for people with a variety of challenges. Brad has served in leadership roles at a few longstanding and well-respected nonprofit organizations within the Merrimack Valley and Greater Lowell regions of Massachusetts. Most recently, Brad led Career Resources Corporation in Haverhill, as its CEO, for 13 years, before he was appointed President & CEO of the newly merged Fidelity House CRC in 2019.

Brad received his BA in Psychology from West Virginia University, and he earned his Master of Clinical Psychology from Towson University. Brad serves on the Board of Directors of the Association for Developmental Disabilities Providers (ADDP) and on the Human Services Advisory Board for Northern Essex Community College. In 2021, Brad completed the LEADS Program, a year-long executive education course, focused on systems change, taught by Harvard Business School faculty.

ROLE OF CHIEF FINANCIAL OFFICER

The Chief Financial Officer reports directly to the President and CEO and serves as a vital member of the Executive 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. They will play a key role in steering the financial strategy to align with Waystone's strategic priorities. The CFO also has the overall responsibility for Insurance and Contracts, Centralized Administration/Billing, Facilities, and the Information Technology function, overseeing a total team of 19 with 7 direct reports.

Essential Duties and Responsibilities:

- **Financial Management:** develop and implement financial strategies to support the organization's goals; oversee all financial operations including budgeting, forecasting, cash flow management, financial reporting, and audits; ensure the accurate and timely preparation and distribution of financial statements.
- **Budgeting and Forecasting:** lead the creation of the annual budget and financial forecasts; monitor financial performance and analyze variances; provide financial insights and recommendations to the executive team and Board of Directors to facilitate sound decision-making.
- **Compliance and Internal Control:** ensure compliance with financial regulations and standards, including GAAP and IRS requirements; develop and maintain internal controls to safeguard assets; oversee grant compliance and reporting.
- **Strategic Planning:** collaborate with the CEO to develop and execute strategic financial plans; provide financial analysis to inform organizational strategy; contribute to financial sustainability and growth.
- **Fund Development Support:** manage financial aspects of fundraising and donor contributions; assist in preparing financial sections for grant applications and fundraising proposals; monitor financial performance of fundraising initiatives.

- **Board and Committee Interaction:** prepare and present financial reports to the Board and relevant committees; act as a liaison with the Board's Finance Committee.
- **Team Leadership and Development:** Manage, mentor, and develop the finance, IT, and facilities teams; foster a collaborative environment within each team.
- **Risk Management:** identify and mitigate financial risks; manage insurance coverages and minimize risk exposure.
- **Technology and Systems:** oversee financial systems and software; oversee technology strategy, evaluate and recommend technological upgrades.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CHIEF FINANCIAL OFFICER

The next CFO will be a forward-thinking, mission-driven leader with exceptional financial, communication, and relationship building skills who is excited about Waystone'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 Team

The CFO will serve as a strategic partner to the CEO, offering 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 is a proactive relationship builder and collaborator with fellow Executive Team members and others across the organization, demonstrating a genuine interest and curiosity in Waystone's diverse services and programs to align financial resources and infrastructure with needs and goals and provide the best counsel on strategic decisions. Given the rapidly shifting federal funding landscape, the CFO must be comfortable leading in times of change and ambiguity, able to support leadership with contingency planning, responsive resource allocation, and difficult decision-making, when needed.

Support and Sustain Growth through Strengthened Financial Operations

Waystone is on a growth trajectory, continually looking to identify opportunities to diversify revenue and build strategic opportunities that can expand vision and mission. With the expansion of three facilities and the opening of a fourth come April 2025 ([The Inclusion Connection](#)), the next CFO will be a thoughtful, strategic leader who guides and supports Waystone's ambitions across program, service, and real estate

development. They will bring a high level of business and financial acumen, providing modeling and forecasting, to ensure new ventures are sustainable. Experience with mergers, acquisitions, and partnership agreements would also be beneficial.

To support Waystone'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, leverage data and where possible, automate financial systems and 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 Waystone's suite of services and strive to lessen the administrative burden on program staff. In particular, Waystone's recent strategic plan emphasizes the use and role of technology throughout the organization. There is great potential for the CFO to strategically guide technology adoption and use, identifying opportunities to take advantage of emergent tools such as AI to improve workflows and support institutional capacity and impact.

Manage Diverse Revenue Streams

Waystone 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. A familiarity with state and federal grants and contracts will be especially valuable as the agency receives a significant portion of its total operating support and revenue (approximately 76% and 79% in fiscal years 2024 and 2023, respectively) from the Massachusetts Department of Developmental Services (DDS) under unit-rate and cost-reimbursable contracts.

Develop and Lead the Finance, Facilities, and IT teams

The CFO leads and manages the Finance, Facilities, and IT teams, including the Controller, Senior Director of IT and the Facilities Director. The CFO will support these teams, 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.

Engage and Support the Board of Directors and External Partners

The CFO will cultivate strong working relationships with Waystone's Board of Directors, supporting the Board to carry out its fiduciary responsibility to the agency. They will produce timely financial statements and relevant analysis, 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, managing banking relationships, working closely with auditors, and representing the agency externally as needed.

QUALIFICATIONS AND CHARACTERISTICS

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

Required Education/Experience

- A Bachelor's Degree is required; Master's Degree and/or a CPA designation are strongly preferred.
- Minimum 10 years of successful business and finance experience, with at least five years in a senior leadership position.
- Extensive financial management experience, optimally in human services or other multi-divisional organization.
- Proven expertise in strategic planning, budget management, and financial reporting.

Required Skills/Knowledge

- Strong understanding of non-profit finance and compliance.
- Strong problem-solving, leadership, planning and organization skills, including the ability to manage multiple tasks, work under pressure and meet deadlines.
- Relationship building, negotiation and presentation skills.
- Demonstrated managerial, supervisory, and communication skills.
- Strong verbal and written communication presentation skills.
- Meticulous attention to detail coupled with excellent computation skills.
- Strong coaching and mentoring skills.
- Proficiency in using computer and software capabilities to support and advance efficient and accurate financial operations (e.g. general ledger, spreadsheets, budgets, payroll).
- Demonstrated experience guiding strategy related to information technology (IT); knowledge of best practices and trends in the field; track record of leveraging emerging technologies such as AI. Previous oversight of IT is preferred.

COMPENSATION AND BENEFITS

The salary range for this position is \$190,000 - \$215,000, depending on experience and qualifications. Waystone also offers a competitive and generous benefits package including health, dental, vision, and life insurance, a wellness program, deferred compensation, 401(k) retirement savings plan, and several other benefits.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential inquiries, nominations, referrals, and applications (including resumes and letters of interest responding to the opportunities and challenges outlined above) should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/waystone-health-human-services/chief-financial-officer>

Dan Rodas, Partner
Amble Ryan, Managing Associate
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For more than 50 years, Waystone has been partnering with people who are diverse in age, ability, and cultural background throughout their personal, work, and life journeys. We serve people across the lifespan, starting at the age of three and through the end of life. While we are known for serving people with disabilities, we support a growing number of people with brain injuries, medical and behavioral challenges, dementia, and veterans with service-related disabilities.

Serving over 1,700 individuals and their families, we continue to expand our programs and innovate new services to support the diverse life journeys of those we serve. We have expanded our involvement in the local communities we serve and collaborated with others to address dementia, food insecurity, staffing shortages, leadership development, disability advocacy and building communities that promote equity and belonging.