



## **Search for the President and Chief Executive Officer**

**Hearth  
Boston, MA**

### **THE SEARCH**

Hearth, the first organization in the United States created with the singular goal of ending elder homelessness, seeks a transformational, adaptable, and resilient President and Chief Executive Officer (CEO). Hearth was founded in 1991 by a group of seven women driven by compassion, concern, and the desire to change how society tackled the unique issue of elder homelessness. Since then, Hearth has become an expert on the challenges and solutions surrounding this issue and has placed over 3,000 individuals into affordable, safe, and permanent homes. The next CEO will be a preeminent voice in the fight to end elder homelessness and will lead Hearth programmatically, operationally, financially, and culturally.

Hearth understands that the factors contributing to homelessness in an older population differ from other groups experiencing homelessness. Therefore, the agency employs a multi-pronged approach featuring supportive housing, outreach, prevention, and advocacy. Hearth manages six affordable housing sites and one assisted living facility in Greater Boston, with 228 units, all offering an integrated array of supportive services that allow residents to age with dignity, regardless of their medical, mental health, or social needs. Hearth engages in robust outreach and prevention efforts with elders experiencing homelessness and those at risk of homelessness and advocates at the local, state, and national levels for policies to prevent elder homelessness.

Hearth is supported by 76 full- and part-time staff and a 21-member board of directors, and its FY2023 budget is \$9.5 million. The senior leadership team is comprised of the President and CEO; Chief Administrative Officer; Chief Development Officer; Chief Financial Officer; Chief Program Officer; Controller; and the Directors of Behavioral Health, Health Services, Outreach, and Evaluation and Strategy.

The President and CEO will be driven by an authentic passion for the mission of Hearth, with demonstrated ability to lead and inspire a multifaceted housing, homelessness, and aging services organization. Results- and relationship-oriented, the CEO will connect with and influence various stakeholders, including clients, staff, board members, government and nonprofit partners, funders, and community members. They will enhance Hearth's role as a local and national leader in the movement to end elder homelessness and will provide strategic leadership and guidance to ensure that Hearth's housing developments, programs, and services are impactful and responsive to the needs of its diverse and aging community. The CEO will attend to the organization's overall efficiency and will increase revenue by developing and implementing

strategies to grow and diversify funding. Reporting to and working closely with the board of directors, the CEO will ensure that Hearth is fiscally and administratively sound and that the programs, organizational structure, technology, and other activities are effectively managed. The CEO will mentor direct reports and ensure professional development opportunities for staff across the agency. In partnership with the board and senior management team, the CEO will advance diversity, equity, and inclusion (DEI) efforts and drive a highly productive, positive, and results-oriented culture.

## **ABOUT HEARTH**

### **History**

Hearth was founded as the Committee to End Elder Homelessness (CEEH) in 1991 by a group of seven women: Sandra Albright, Anna Bissonnette, Joanne Bluestone, Ruth Cowin, Ellen Feingold, Elsie Frank, and Diana Laskin Siegal. These women, who brought diverse experiences in housing, finance, health, and human services, identified that elders were a growing percentage of the homeless population and that no sustained effort existed to address the issue. In response, Hearth's founders acquired a Victorian home in the Jamaica Plain neighborhood of Boston, which they converted into a nine-unit residence for housing-insecure women. Hearth has since expanded its reach and influence and today operates seven properties across Greater Boston, administers outreach and prevention efforts, and plays a meaningful role in the movement to end elder homelessness.

### **Hearth Today**

Today, Hearth serves over 550 people annually in Greater Boston who are at least 50 years old and either currently homeless or on the brink of becoming homeless. Hearth serves elders who fall anywhere on the continuum of "housing readiness," which includes individuals with no income, no support or health services in place, and/or who are facing housing barriers, such as poor credit and housing histories. Hearth's holistic approach also takes into consideration the reality that living on the streets, in shelters, or being at risk of homelessness accelerates and magnifies the effect of aging and health issues; homeless adults in their 50s have geriatric conditions at rates akin to their housed counterparts who are 20 years older. With approximately 4,000 individuals 50 or over in Boston who have experienced homelessness and a much larger number at serious risk, Hearth's work to empower individuals to achieve safety and stability has never been more urgent.

Like many organizations, Hearth grappled with challenges related to the COVID-19 pandemic. However, staff persevered and, throughout the height of the pandemic, continued to provide high-quality care and robust COVID safety measures to its vulnerable residents, resulting in no loss of life from the disease. In addition, Hearth successfully opened its newest development, Hearth at Four Corners, in 2021, which offers 54 affordable housing units within a mixed-income housing service model. Due to restrictions within the shelter and hospital systems and to keep staff safe, Hearth's outreach and prevention efforts were more severely curtailed by the pandemic. They have since been reinvigorated and are anticipated to

continue to expand in scope and impact. With the most serious parts of the pandemic behind it, Hearth and its next CEO will continue to invest in the agency's properties, programs, and services and identify opportunities for growth and revenue enhancement.

## **PROGRAMS AND SERVICES**

### **Hearth Housing**

Research shows that affordable housing, matched with supportive services, is the most effective long-term solution to ending homelessness. Hearth operates 228 units, including 43 assisted living units, distributed across seven properties specifically designed to meet the needs of older adults who have experienced homelessness, rent burden, or were on the brink of homelessness. Many of the people Hearth serves face multiple barriers, including poverty, lack of support, unfavorable housing, a criminal record, no disability or age priority, and destabilizing health issues. On-site teams of registered nurses, licensed practical nurses, licensed mental health clinicians, social workers, certified home health aides, and program managers work diligently to provide and coordinate comprehensive physical and mental health care, substance use/misuse services, and financial management support to residents. These services are tailored to meet the evolving needs of residents as they age. Seven percent of Hearth residents moved in within the last year and 53 percent of Hearth residents have remained in Hearth housing for more than one year, 23 percent for more than five years, and 17 percent for more than ten years.

Hearth Housing is estimated to cost less than half of institutional alternatives, such as long-term care, and significantly less than the cost of leaving people homeless. Peabody Properties provides property management services for each of Hearth's developments. Hearth Housing and services are funded by a complex mix of public and private sources, including support from Medicaid's Group Adult Foster Care (GAFC) program, the Massachusetts Department of Mental Health (DMH), and the US Department of Housing and Urban Development (HUD). The agency also contracts with several Senior Care Options (SCO) programs, the Program of All-Inclusive Care for the Elderly (PACE), and Vinfen.

### **Outreach and Prevention**

Since Hearth Housing has a long waiting list and developing affordable supportive senior housing can take years, Hearth's Outreach team works directly with local community shelters, hospitals, and other homeless agencies to identify individuals aged 50 and older who are currently homeless or who are at risk of homelessness and require prevention services. Outreach case managers assist homeless clients in identifying and obtaining safe, affordable housing at Hearth or elsewhere and facilitate access to physical and mental health services and financial, legal, and other critical supports.

Clients eligible for Hearth's prevention services are individuals who do not meet the current definition of homelessness but are experiencing acute housing insecurity; they may be doubled up in housing that

cannot accommodate them; leaving institutions with no housing in place; or facing eviction, foreclosure, or financial crisis. To prevent these individuals from becoming homeless, Hearth collaborates with numerous systems and providers, including legal aid, government agencies, medical providers, the courts, landlords, management companies, and clients' families. The agency also provides money management support, subsidies to prevent eviction, and access to home goods and personal care essentials. After an individual is stabilized, Hearth's Outreach team continues to assist them in their homes.

Hearth's Outreach and Prevention program partners with MassHealth's Community Support Program for Chronically Homeless Individuals (CSP-CHI), Eliot Community Human Services, and the Mayor's Office of Housing.

## **ADVOCACY**

Because public policy has not kept pace with the scope of the need for affordable housing, Hearth works to increase public awareness and public funding for affordable housing and supportive services at the local, state, and national levels. Hearth's advocacy efforts in Massachusetts are especially critical since, in 2019, nearly 40 percent of individuals experiencing homelessness in Boston were ages 50 and over and the Commonwealth overall has the second-largest gap in the nation between the average senior income and the cost of living. In addition, the number of homeless people aged 65 and older will nearly triple over the next decade, which in Boston will mean that absent any intervention, in 2030, more than 1,500 people aged 65 and older will experience homelessness. At the national level, Hearth created the National Leadership Initiative to End Elder Homelessness, in partnership with the Corporation for Supportive Housing, Shelter Partnership, and LeadingAge, to further a national dialogue about the crisis of elder homelessness.

## **ORGANIZATIONAL DETAILS**

Hearth is a 501(c)(3) nonprofit organization headquartered in Boston, Massachusetts. The President and CEO is supported by the Chief Administrative Officer; Chief Development Officer; Chief Financial Officer; Chief Program Officer; Controller; and the Directors of Behavioral Health, Health Services, Outreach, and Evaluation and Strategy. Hearth employs 76 full- and part-time staff and is governed by a 21-member board of directors, which meets five times a year. Interns and volunteers at Hearth also provide countless hours of service for clients.

Hearth has an FY2023 operating budget of \$9.5 million. Fifty-four percent is derived from rents and fees, 28 percent from programs, 9 percent from fundraising, 6 percent from refinance proceeds, and 3 percent from management fees. Eighty-two percent of Hearth's budget is allocated to programs, 12 percent to general administration and management, 5 percent to fundraising, and 1 percent to buildings.

## **LEADERSHIP TRANSITION**

Mark Hinderlie has served as the President and CEO of Hearth since 2006. A seasoned leader in the human services sector, Mark came to the agency with experience serving in several executive director and president positions with the Federated Dorchester Neighborhood Houses, Boston Children’s Institute, and Boston Children’s Services. During his tenure at Hearth, Mark stewarded the agency in the successful development of three new residences – Hearth at Burroughs Street, Hearth at Olmsted Green, and Hearth at Four Corners; created a board of visitors; implemented a living wage for all front-line staff; engaged the YW Boston’s Inclusion Boston program to assist in incorporating DEI into the agency’s strategic plan; and has been a tireless advocate within the movement to end elder homelessness. Hearth’s next CEO will inherit an organization eager for continued expansion and increased impact and influence.

Hearth recently underwent a strategic planning process that projected the agency’s external and internal realities through 2025. Key priorities for the agency include increasing external awareness for Hearth and its work; maximizing impact through policy and advocacy; developing its organizational capacity; improving and growing its service delivery model; achieving financial sustainability; innovatively developing new housing; and centering diversity, equity, and inclusion in all internal and external interactions.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT AND CEO**

Working in conjunction with board members, staff, and partners the CEO will:

### **Develop Hearth’s organizational strength through proactive strategic planning.**

In partnership with the board and staff, the CEO will drive and communicate Hearth’s future growth strategy and help determine the appropriate mix of initiatives, programs, and services that best respond to what clients, communities, best practices, and funders identify as important. The CEO will ensure that Hearth actively explores opportunities to expand its outreach and prevention services and its housing development efforts.

### **Address the challenge of housing development.**

Hearth will consider the realities of the high cost of supportive housing development in Boston and invest in a proactive and creative vision for development that will require greater institutional investment and external partnership. Above all, Hearth will be flexible and entrepreneurial in its approach and pursue the most meaningful and effective measures to reduce the prevalence of elder homelessness in Greater Boston.

**Ensure Hearth's current and future fiscal sustainability.**

The CEO will partner with senior leaders and board members to develop, manage, and ensure accountability for Hearth's finances and budget. The CEO will play a critical role in proactively growing the agency's donor base, including individual, foundation, and corporate donors; identifying new government-backed revenue sources; growing the agency's investment fund; and evaluating room for efficiencies and savings in operating costs.

**Elevate Hearth's position as a provider of high-quality programs and services.**

The CEO will ensure that evidence-based practices and clinical quality drive Hearth's programs, services, and approach. The CEO will support the implementation of program evaluation processes and build key external partnerships to provide optimal client services and enhanced outreach and prevention work. Hearth will expand its reach and capacity to serve more clients and ensure that each of its properties operates at full capacity. Particular attention will be paid to the agency's assisted living facility, Hearth at Ruggles, which has experienced vacancies and other challenges in recent years.

**Increase the visibility of Hearth as a leader in the movement to end elder homelessness.**

As the face of Hearth, the CEO will be a thought leader in the fight to end elder homelessness, pursuing increased visibility for Hearth and galvanizing the broader community to become actively involved in the movement to end elder homelessness. Increased visibility will allow Hearth to expand its scope of influence and provide the agency with more opportunities to develop new housing. The CEO will build relationships with key government departments, elected officials, and community partners to advocate for Hearth's priorities and increased funding, including housing construction, direct subsidies like Section 8, supportive services subsidies, and increased reimbursement rates for services.

**Assess and evaluate necessary changes to Hearth's infrastructure and capacity.**

The CEO will ensure that Hearth's structures, systems, and staff roles and responsibilities allow for the most effective and efficient organizational capacity. Hearth will be supported by up-to-date technology and software to ensure the agency can conduct effective business and finance processes, comply with regulatory agencies, and proactively seek funding.

**Foster a collaborative, performance-driven environment and invest in staff development.**

The CEO will attract and retain dedicated, competent, and diverse staff at every level and encourage them to connect with one another, the mission, and their own value within the agency. The CEO will invest in a broad range of supports for staff, including compensation, training, benefits, and performance evaluations, and will implement a plan for staff career and leadership development.

**Partner with and cultivate a diverse, mission-driven board of directors.**

The CEO will engage board members as active contributors and thought partners, leveraging their diverse expertise in short- and long-term strategy. The CEO and the board will partner on board development, professionalization, and succession planning. They will together ensure that the board represents a diversity of identities, backgrounds, and experiences, including lived experience.

**Strengthen organizational culture around diversity, equity, and inclusion.**

The CEO will champion diversity, equity, and inclusion as fundamental to Hearth's mission. They will ensure that staff reflect the communities the agency serves, actively encourage the work of the joint board and staff DEI Committee, examine all programs and services through a DEI lens, understand and respect what it means to lead an organization that serves multiply marginalized individuals, and recognize that systemic racism and homelessness are deeply interconnected.

**QUALIFICATIONS AND CHARACTERISTICS**

The next President and CEO will bring many of the following qualifications, professional experiences, and personal attributes:

- Passion for and demonstrated commitment to Hearth's mission to end elder homelessness by successfully bringing homeless and at-risk elders into permanent housing.
- Demonstrated success leading a complex human services organization or program in the nonprofit or public sector. Familiarity with homeless services, elder services, supportive housing, or a combination thereof is preferred.
- Evidence of strategic planning experience, translating and implementing a vision and strategy, and effective progress monitoring. The ability to prioritize blue-sky thinking while confronting everyday practicalities.
- Demonstrated impact through advocacy on behalf of an organization.
- Strong experience with financial oversight, including budgeting, planning, and reporting. A thorough understanding of managing diverse funding streams from public and private sources.
- Knowledge of and experience with fundraising strategies and long-term relationship-building with foundations, corporations, and individual donors.
- Commitment to recruiting, inspiring, and nurturing the development of dedicated staff spread across multiple locations. Track record of managing and developing teams and fostering collaboration within an organization, agency, or department.
- Previous success in nurturing a healthy, dynamic, inclusive, and equitable work environment.
- Emotional intelligence with a proven record of listening, honoring diverse lived experiences, building relationships, and elevating and empowering people – especially those who have been marginalized and/or experienced homelessness or housing insecurity.

- Exceptional communication skills, including public speaking and interpersonal skills, to persuasively convey the urgency and value of Hearth's mission to a diverse audience of policymakers, legislators, donors, stakeholders, and members of the public.
- Experience working with a governing board or analogous experience.
- Experience with facilities oversight and capital planning is a plus.
- Familiarity with the Greater Boston and Massachusetts human services landscapes preferred.
- An approach to leadership that is inspiring, authentic, accountable, collaborative, and entrepreneurial.

### COMPENSATION AND LOCATION

Salary range: \$175,000 - \$200,000

Location: Residing within daily commutable distance of Greater Boston is highly desirable. Relocation support will be provided if necessary.

### APPLICATIONS, NOMINATIONS, AND INQUIRIES

All inquiries, nominations, and applications (including resumes and two- to three-page letters of interest responding to the opportunities and challenges outlined above) should be directed in strict confidence to the search team [HERE](#). Applications will be reviewed as they are submitted. To be assured full consideration, please submit materials by Friday, October 27, 2023.

Donna Cramer, Tatiana Oberkoetter, and Tiara Mack  
Isaacson, Miller

### [Hearth President and CEO Search](#)

*Hearth believes in elder equity. Aging is a part of living. Every human has the right to a safe place to call home. Hearth is committed to ending elder homelessness through welcoming and inclusive services. This begins with a board and workforce that celebrates and honors differences. Elder homelessness is a tough issue that will only be ended by a response all of us believe in and respond to. Aging and homelessness do not discriminate and neither does Hearth.*