



# CareDimensions

HOSPICE | PALLIATIVE CARE | SUPPORT SERVICES

**Search for the Vice President and Chief Development Officer**

**Care Dimensions**

**Danvers, Massachusetts**

## **THE OPPORTUNITY**

Care Dimensions, the largest hospice and palliative care provider in Massachusetts, seeks an innovative and experienced fundraising and engagement professional to serve as its Vice President and Chief Development Officer (VP/CDO). Founded in 1978, Care Dimensions has provided comprehensive and compassionate care for individuals and families dealing with life-threatening illnesses for nearly a half-century. Since its inception, Care Dimensions has evolved from a small, all-volunteer agency to become the region's nonprofit leader in advanced illness care, offering services in over 100 communities in the Greater Boston region. Care Dimensions employs nearly 700 dedicated professionals; attracts more than 300 volunteers; and serves an average of 900 hospice, 600 palliative care, and 400 primary care patients each day. As the organization has grown from one of the first hospice organizations in the country to now the largest in Massachusetts, there exists tremendous opportunity to galvanize support from its dedicated community of grateful patients and families, as well as corporations, foundations, and other funders, to reinforce Care Dimensions' place as an innovative and exemplary model in the field of advanced illness care. The VP is thus presented with a unique building opportunity to elevate and enhance the fundraising capabilities of the organization to achieve new and sustained levels of philanthropic success.

Reporting to the President and CEO, Dr. Stephanie Patel, and serving as an active and contributing member of the executive leadership team, the VP/CDO will define and implement a strategic vision for Care Dimensions' development enterprise, overseeing the evaluation and achievement of the organization's long-term philanthropic goals. With support from senior leaders and the Board of Directors, and following a thorough external assessment of Care Dimensions' philanthropic potential, the VP/CDO is charged with building a first-rate development operation comparable to the organization's maturity and scale; defining the optimal staffing structure and making key hires to grow the team; and crafting a distinctive, multi-faceted, and compelling case for support that spans annual, major, institutional, and planned giving opportunities. Critical to success will be the VP/CDO's ability to build a more robust culture of philanthropy across Care Dimensions, working collaboratively with clinical partners and senior leaders, as well as leveraging board members as essential philanthropic partners. With a demonstrated track record of high-level, individual major gift experience, the VP/CDO will carry a personal portfolio of

prospects and donors, as well as support the president and CEO's portfolio of major donor and funder relationships.

With at least seven years of progressive development experience, the ideal candidate will possess proven leadership and organizational skills, a keen understanding of fundraising best practices, and a demonstrated ability to build a highly efficient and effective development enterprise poised for sustainable and long-term success. A strategic thinker with a high level of integrity, authenticity, and appreciation for the mission of Care Dimensions, the successful candidate will be a collaborative leader with excellent communication, relationship building, listening, and decision-making skills. This individual will possess a proven ability to build high-performing teams; set performance measures; and motivate and inspire staff to greater levels of achievement. The successful candidate will also bring a depth of volunteer management experience and the ability to forge meaningful relationships with board members and other key internal and external representatives on behalf of the organization. As a critical member of a cohesive executive leadership team, the ideal candidate will bring a collegial approach to the work and both an ability and desire to build upon, contribute to, and promote a remarkable organizational culture. A bachelor's degree is required for this role.

Care Dimensions has retained Jack Gorman of the national executive search firm Isaacson, Miller to conduct this important recruitment. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

## CARE DIMENSIONS

[Care Dimensions](#) is the largest hospice and palliative care provider to adults and children in Massachusetts. As a nonprofit, community-based leader in advanced illness care, Care Dimensions provides comprehensive hospice, palliative care, and grief support in more than 100 [communities](#) across Eastern Massachusetts. Founded in 1978 as Hospice of the North Shore, Care Dimensions cares for patients wherever they live – in their homes, in skilled nursing facilities and assisted living communities, in hospitals, or at Care Dimensions' two inpatient hospice facilities (the [Care Dimensions Hospice House](#) in Lincoln, and the [Kaplan Family Hospice House](#) in Danvers). Additionally, Care Dimensions' [HomeMD](#) program provides in-home primary care to patients over the age of 65 in select communities on the North Shore and in Greater Boston who have difficulty leaving home.

In 2022, Care Dimensions served more than 5,550 hospice patients and made over 3,660 palliative care visits. This past year of service also consisted of 7,079 complementary therapy visits (music, pet, massage, reiki); 10,591 chaplain visits; 16,047 social worker visits; and 25,628 logged volunteer hours.

Among its many awards and accolades, Care Dimensions has been selected twice by *Modern Healthcare* as one of the [Best Places to Work in Healthcare](#). The national award program identifies and recognizes 150 outstanding employers in the healthcare industry based on an extensive employee survey, and Care Dimensions is one of only nine hospices to make the list and the only one in New England. In 2015, Care

Dimensions was selected as the winner of the prestigious [\*Circle of Life Award: Celebrating Innovation in Palliative and End-of-Life Care\*](#), a national program sponsored by the American Hospital Association and other leading healthcare organizations. In winning this award, Care Dimensions was recognized for integrating palliative care throughout the healthcare continuum; for providing a broad range of services; for its outreach to traditionally underserved communities; and for training current future healthcare professionals, so that people living with advanced illnesses receive compassionate and expert end-of-life care. Care Dimensions is also the first hospice and palliative care agency in the country to earn Palliative/Hospice Heart Failure certification from the American Heart Association.

### **Dedication to Education**

Care Dimensions is committed to being a thought leader around hospice, palliative care, and end-of-life care, and is dedicated to educating the communities it serves, the professionals that care for patients and families, and the next generation of physicians, nurses, social workers, and chaplains. [\*The Care Dimensions Learning Institute\*](#) was created in 2020 as a center for education, enrichment, and empowerment to expand the organization's community, caregiver, and professional education, as well as internal staff training. The Learning Institute provides outstanding programs and accredited continuing education opportunities to more than 7,000 healthcare professionals and community members each year on advanced illness and end-of-life topics.

As a teaching affiliate of Harvard Medical School and clinical training site for the Harvard Palliative Care Fellowship Program, Care Dimensions is proud to provide education, mentoring, and in-depth experience with the full hospice interdisciplinary care team to 12 physician fellows every year. Care Dimensions is also one of the few hospice nurse residency programs in the nation. Nurses develop their hospice expertise through a combination of classroom education, field visits, and patient care with the mentorship of a preceptor. In addition, Care Dimensions provides valuable experience for pharmacy interns, medical students, nursing students, and interns in social work, chaplaincy, bereavement, music therapy, and child life.

### **FINANCIAL AND FUNDRAISING OVERVIEW**

With nearly 700 employees and \$73 million in net revenue, Care Dimensions continues to have a strong balance sheet and overall financial health, even with the challenges the pandemic introduced to all healthcare organizations. Like most end-of-life healthcare organizations, Care Dimensions operates in a challenging fiscal environment and relies heavily on Medicare and Medicaid. Over the years, the organization has implemented a number of strategies to contain costs while supporting future volume and profitable growth, and has the benefit of many decades of solid financial and philanthropic performance to build upon. The generosity of Care Dimensions' supporters – donors, event participants, volunteers, community organizations, and corporate sponsors – allows the organization to uniquely subsidize many underfunded aspects of its comprehensive services, such as specialized clinical care, palliative care, complementary therapies, volunteer opportunities, staff and community education, grief

support services, and uncompensated care for patients unable to pay. At its core, [philanthropic support](#) enables Care Dimensions to nurture patients beyond just their physical needs and remain at the forefront of national leadership in this sector.

In fiscal year 2023, Care Dimensions raised upwards of \$2 million, a consistent figure – notwithstanding some significant realized bequests – over the past decade. That said, there remains to be tremendous opportunity to increase philanthropic contributions to Care Dimensions under the next VP by developing individual outreach and solicitation strategies for major prospective donors, both individual and corporations; building annual giving capacity; refreshing and refining the case for support; developing and implementing planned giving marketing initiatives; and collaborating with the board on strategic planning and emerging funding priorities.

## LEADERSHIP

### **Stephanie Patel, MD, MBA, FAAHPM, HMDC**

President & Chief Executive Officer

Dr. Stephanie Patel joined Care Dimensions in 2006 and served as the Chief Medical Officer until her appointment as the President and CEO in 2022. A seasoned hospice and palliative care professional, Dr. Patel's vision, leadership, and hands-on development of innovative clinical programs has resulted in tremendous growth and enabled Care Dimensions to become the largest hospice and palliative care organization in Massachusetts. Dr. Patel's outreach and educational activities have built strong relationships between Care Dimensions and community physicians, hospitals, and long-term care providers, thereby fostering greater understanding of the benefits of hospice and palliative care and expanding the number of patients and families Care Dimensions serves. Additionally, her leadership and devotion to quality of care has been a critical factor in Care Dimensions' recognition as a national Circle of Life award winner and as a *Modern Healthcare* Best Places to Work in Healthcare recipient.

Board certified in hospice and palliative medicine, family medicine, and as a hospice medical director, Dr. Patel is a fellow of the American Academy of Hospice and Palliative Medicine. Prior to completing a hospice and palliative care fellowship at the Good Samaritan Hospital/VA Medical Center in Phoenix, Arizona, Dr. Patel worked in private practice. She is a graduate of Temple University's School of Medicine and holds a bachelor's degree from the University of California Santa Barbara and an MBA from the University of Massachusetts Lowell. Before joining Care Dimensions, she served as a hospice medical director and palliative care physician in the Fairview Health System in Minneapolis, Minnesota. Dr. Patel was an integral part of a consultation service that was designated as a Palliative Care Leadership Center by the Center to Advance Palliative Care and the Robert Wood Johnson Foundation.

Dr. Patel is a member of the medical staff of Lahey Beverly Hospital, Salem Hospital, Emerson Hospital, and the Cambridge Health Alliance hospitals. She lectures locally and nationally on the topic of hospice and palliative care and has spoken at the annual meetings of the American Academy of Hospice and

Palliative Medicine and Home Care 100. Dr. Patel also teaches physicians as part of the Harvard Palliative Care Medicine Fellowship Program.

## **Board of Directors**

Care Dimensions is governed by a 15-member [Board of Directors](#), comprising dedicated business and civic leaders from the area. Longtime Care Dimensions board leader Ellen Smith, Professor Emerita at Brandeis University and past Director of the University's Hornstein Jewish Professional Leadership Program, currently serves as Board Chair.

## **ROLE OF THE VICE PRESIDENT AND CHIEF DEVELOPMENT OFFICER**

The position of Vice President and Chief Development Officer (VP/CDO) represents an exciting building opportunity for a dynamic and visionary professional to create a comprehensive and sustainable fundraising strategy for Care Dimensions. Reporting to the President and CEO, the VP/CDO serves as a contributing member of the executive leadership team and collaborates with peers and others across the organization to elevate development capabilities while also building a robust culture of philanthropy and promoting fundraising's role in distinguishing Care Dimensions as a leader in the field of advanced illness care. The VP/CDO is charged with conceptualizing the optimal staffing structure for the development enterprise and building a high-performing team prepared to meet the goals, objectives, and aspirations for future philanthropic endeavors.

### **Following are the responsibilities and duties of the role:**

- Develop and execute a comprehensive development strategy aligned with Care Dimensions' goals, mission, and strategic priorities that spans annual, major, and planned giving; grants; corporate sponsorship; and special events. Implement systems and best practices to optimize fundraising and engagement functions, resulting in a steady and sustainable increase in philanthropic results year-over-year.
- Evaluate, strengthen, and enhance existing individual giving programs and donor records. Develop and implement new and innovative plans to systematically and strategically cultivate new donors, increase donor retention, and renew and upgrade existing donors.
- Personally identify, cultivate, solicit, and steward major donors while also providing guidance and support to the President and CEO's portfolio of high-level benefactors, as well as leveraging all other staff, clinical partners, and volunteers to play a critical role in philanthropy.

- Collaborate with the President and CEO and board leadership to engage the full Board of Directors in fundraising efforts, providing support, training, and resources to board members to maximize their personal philanthropic potential.
- Serve as an active and contributing member of the executive leadership team. Build collaborative and professional relationships with peers and foster a strong team orientation. Participate in organization-wide strategic planning efforts and contribute to discussions that guide strategies and policies shaping Care Dimensions' future.
- Build, lead, and inspire a high-performing development team, providing mentorship, guidance, and professional development opportunities. Set clear expectations and accountability measures for development staff members.
- Represent Care Dimensions in the local community, building relationships with community leaders, partner organizations, and other external constituents to grow and enhance the organization's reputation, visibility, and impact.
- Develop, oversee, and attend special events on behalf of Care Dimensions, such as the [Walk for Hospice](#) and [Tree of Lights](#). Conceptualize new strategic events with a keen eye for measuring the return on investment.
- With a deep appreciation for data integrity, ensure the design and maintenance of donor and prospect records, gift management systems, and informational reports, as well as prospect research efforts. Utilize data and analytics to drive fundraising strategies, monitor progress toward goals, and make informed decisions.
- Oversee the timely acknowledgement of gifts, stewardship efforts, and donor recognition programs.

**The successful candidate will bring many, if not most, of the following professional qualifications, skills, and experiences:**

- A minimum of seven years of progressively responsible fundraising and managerial experience in development, preferably in a healthcare, human services, or higher education setting.
- A deep appreciation for the history, achievement, mission, and aspirations of Care Dimensions, and the ability to effectively articulate its uniqueness to a diverse audience.
- A broad-based knowledge of all functions of development, including the use of technology and annual, major, and planned giving techniques.

- A demonstrated ability to plan and operate strategically; strengthen infrastructure; inspire staff and volunteers; and develop effective programs, resulting in a significant increase in philanthropic revenue.
- A balanced leadership approach and ability to fully integrate oneself in the life of an organization through deep collaboration, as well as an executive presence to engender trust and confidence among both internal and external constituents.
- Exceptional interpersonal and relationship-building skills with the ability to engage, influence, and steward a wide range of constituents, including grateful patients, families, and donors; board members; volunteers; and community partners.
- Proven achievement in creating a team and goal-oriented environment that empowers staff through active communication, and that builds confidence and celebrates achievements; a successful track record of building and maintaining highly collaborative and productive teams.
- A proven track record of success in personally cultivating, soliciting, and stewarding major gifts from a variety of sources (individuals, corporations, and foundations), as well as demonstrated success leveraging the annual fund operation to upgrade and renew donors to higher levels of giving.
- A consummate storyteller who can creatively and compellingly communicate complex messages and funding opportunities to a broad audience of prospective and current donors.
- Superior written and oral communication skills; the ability to understand and translate information for all audiences; clarity and eloquence in writing and speaking.
- A forward-thinking approach and ability to identify emerging trends and opportunities in philanthropy, ensuring the organization remains innovative, nimble, and adaptable.
- A highly ethical, sensitive, and emotionally intelligent approach to forging relationships, while importantly maintaining confidentiality in all matters related to sensitive donor relations issues.
- Proficiency in data analysis to inform fundraising strategies and decision-making.
- The ability to juggle competing priorities and operate both independently and collaboratively as part of a team.
- A sharp eye for operational efficiencies and the best use of resources, including a demonstrated understanding of budgets and the ability to manage them.

- The personal flexibility to work evenings or weekends, and to travel throughout the communities which Care Dimensions serves, as required.
- A bachelor's degree is required.

## COMPENSATION AND BENEFITS

The base salary range for the position begins at \$180K, and total compensation is inclusive of a 15 percent annual incentive bonus. Care Dimensions' offers comprehensive and competitive [benefits programs](#) to employees, which include a generous earned time program; two retirement plans; and medical, dental, vision, life, and disability insurance, among other benefits. After one year of service, this executive-level position is also eligible for a 457(b) qualified plan.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search. Electronic submission of materials is strongly encouraged.

<https://www.imsearch.com/open-searches/care-dimensions/vice-president-development>

Jack Gorman, Partner  
Nicole Poe, Managing Associate  
Maureen Perry, Associate  
Lisa Clayton, Senior Search Coordinator

*Care Dimensions is an Equal Opportunity Employer and committed to building a team that represents a variety of backgrounds, perspectives, and skills. Care Dimensions strongly encourage people of color, those that identify as part of the LGBTQ+ community, veterans, and individuals with different abilities to apply. Applicants needing reasonable accommodation during any part of the interview process may request one. The more inclusive we are, the better our work will be.*

## ADDENDUM

### HOSPICE CARE SERVICES

Care Dimensions' [hospice care program](#) provides expert medical care and innovative pain and symptom management to adults and children living with life-limiting illnesses, mixed with compassion and gentleness that brings comfort and peace. Personalized and practical hospice care is provided wherever patients and families need services:

- At home
- Assisted living and skilled-nursing facilities
- Hospitals
- Group homes
- Veterans' nursing home care units and VA medical centers
- Inpatient hospice houses – Kaplan Family Hospice House in Danvers and the Care Dimensions Hospice House in Lincoln

The [inpatient hospice houses](#) offer a warm, homelike setting where patients receive hospital-level medical care, comfort, and support. Both admit patients from home or upon discharge from the hospital and provide different levels of care, including:

- Inpatient/acute care for complex pain and symptom management
- Respite care to relieve caregivers, based on availability
- Short-term residential care, based on availability with a room and board charge

### Hospice Care Team

The hospice care team at Care Dimensions includes multi-disciplinary, highly trained staff, and brings together the skills and experience of various individuals, including:

- Board certified physicians specializing in hospice care and who coordinate care with primary care physicians and specialists
- Nurse practitioners and specially trained nurses who help manage symptoms and pain and ensure all needs are met
- Pharmacists
- Hospice aides
- Social workers to help patients and families cope with emotional and practical issues
- Chaplains who offer non-denominational spiritual support
- Complementary therapies for massage, reiki, art, music, and pet therapy
- Trained volunteers who provide companionship and help with errands

- Bereavement counselors providing support to families with an array of individual and group programs

### **Specialized Hospice Care and Programs**

Care Dimensions offers [specialized hospice care](#) for patients with advanced dementia and cardiac and respiratory disease, as well as programs tailored to the needs of adults with intellectual and developmental disabilities, veterans, and members of the LGBTQ community. Care Dimensions delivers focused hospice care, along with support services to meet the specific medical, emotional, and spiritual needs of all patients in all communities.

An innovative early access hospice program allows patients to receive the support traditionally available through hospice while also receiving certain medical treatments (chemotherapy, palliative radiation, transfusions, IV antibiotics, etc.) for improved symptom management and quality of life. This approach promotes the use of hospice earlier in the course of a patient's disease and does not force them to discontinue certain treatment plans.

Care Dimensions' [cardiac program](#), inceptioned in 2012, serves as the foundation for a national best practices advanced cardiac care program launched by the National Partnership for Hospice and Healthcare Innovation. It is also endorsed by the American Heart Association (AHA). In addition, Care Dimensions is one of five hospices advising and alpha testing new certification guidelines being developed by the AHA for hospice and palliative care programs.

### **Bereavement Programs**

With its scope of services and staff, the Care Dimensions [grief support program](#) is the most comprehensive in Massachusetts. Licensed bereavement counselors and child life specialists, along with specially trained volunteers, offer individual consultation and referrals, workshops, support groups, community education, and remembrance and tribute programs.

### **PALLIATIVE CARE SERVICES**

Care Dimensions provides [palliative care services](#) for people who struggle with pain and symptoms brought on by advanced illness, but who may not be ready or qualify for hospice care. Care Dimensions' palliative care specialists – including physicians, nurse practitioners, nurses, and social workers – create personalized and practical palliative care programs for patients in hospitals, at home, and in assisted living and skilled nursing facilities. Palliative care services offer a continuum of care, including:

- Diagnosis and prognosis discussions, especially when prognosis may be unclear
- Discussions on goals of care and help with treatment decisions based on those goals
- Advanced care planning assistance

- Complex pain and symptom management, and evaluation of current medications
- Care coordination with patient's doctor and specialists
- In-home consultations
- Spiritual and emotional support
- Transition to hospice care when needed
- Caregiver education

## **PEDIATRIC CARE SERVICES**

Care Dimensions provides pediatric hospice and palliative care as well as bereavement resources such as workshops; support groups; community programs; and [Camp Stepping Stones](#), a summer family retreat. Certified child life specialists provide support not only to pediatric patients and their siblings, but also to the children of adult hospice patients. Care Dimensions specializes in helping children mourn and cope with death, preparing them prior to the loss and supporting them in its aftermath.

## **HomeMD SERVICES**

Care Dimensions' [HomeMD service](#) ensures patients aged 65 or older who have difficulty leaving their homes benefit from access to primary care services no matter where they live. The HomeMD service is ideal for patients who may be physically fragile, suffer from memory loss, or are managing complex chronic conditions.

The experienced team of HomeMD physicians and nurse practitioners help patients receive proactive primary care to monitor their health conditions in the safety and convenience of their homes, reducing the stress, anxiety, fatigue, and logistics of getting out to doctor's visits. As such, HomeMD is a critical service to help seniors retain their independence and maintain their current living situations. Services provided through HomeMD include:

- Comprehensive review of a patient's medical history, physical examinations, and treatments
- Preventive care including health assessments, immunizations, and functional assessments
- Acute illness visits
- Care management for high-risk patients
- Care coordination for medically needed services
- Medication management, refills, and adherence strategies
- Evening, weekend, and holiday on-call coverage
- After-hospitalization and after-skilled nursing facility visits
- Laboratory services, including blood draws, and X-rays coordinated with a service outside of HomeMD