
PERFORMANCE PROFILE FOR:

Executive Director

EMPLOYER:

Medical Motor Service of Rochester and Monroe County, Inc.



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Access to transportation provides us with freedom and independence; without transportation, quality of life declines dramatically for most. Medical Motor Service of Rochester and Monroe County, Inc. (“MMS”) exists to ensure that the most vulnerable members of our community have equal access to freedom and independence. The organization’s vision statement is simple, yet transformational: “To improve independence and quality of life for everyone, regardless of ability.” MMS will be celebrating 100 years of service to Greater Rochester and Monroe County in 2019, continuing their proud heritage as the only not-for-profit in our community with a singular mission to provide transportation to individuals with disabilities and special needs.

MMS is a very busy organization, providing approximately 540,000 trips per year, or 2,000 trips per day to our neighbors during peak periods. The organization’s well-trained drivers transport clients to their desired locations – shopping, doctor visits, foster care visits and senior centers for example. Clients who experience a ride with MMS can easily explain why MMS is their preferred provider. MMS drivers are experts in assisting people with disabilities, from navigating mobility challenges for people in wheelchairs to offering a guiding arm and a slower walking pace for older adults who may be unsteady on their feet. Providing safe transportation, door-to-door, is in their DNA.



Al Sigl is proud to include MMS in their family of agencies, providing the organization with leased real estate, marketing, and fundraising support. MMS has a fleet of approximately 125 vehicles that are dispatched either from the organization’s headquarters on Clinton Avenue or their fleet depot lot on Culver Road. MMS maintains a fleet maintenance and repair garage at their headquarters location and provides services to select fleets owned by other not-for-profits as well. 98% of the organization’s fleet is in active service at any one time, and consistently passes rigorous Department of Transportation audits.

Most of MMS’ services are provided to the clients of other not-for-profit agencies and government programs. For example, Monroe County has a contractual arrangement with MMS to provide transportation for child-to-parent visits for children in the County’s foster care program. MMS has been engaged by the Jewish Home of Rochester to provide transportation to their adult day services program as well as providing transportation to their residents. MMS also provides transportation to individuals who initiate a call for service, most of whom pay for their transportation service with Medicaid benefits. Logistics management is

critical to the success of the operation, including call center, dispatch, and account/contract management staff and processes.

MMS employs approximately 25 managers, office staff and mechanics, plus 170 drivers, 75% of whom are full-time employees. The organization is one of the select agencies who receive United Way funding from the Greater Rochester chapter.

The Opportunity – Everything is changing

This Executive Director opportunity should appeal to experienced business transformation leaders who thrive in fast-paced environments that are undergoing a business model paradigm shift. At Medical Motor Service, everything is changing. The funding models of MMS's client agencies are evolving; newer technologies are bringing forth new ways to schedule and manage trips; new competitors are re-thinking transportation models, and evolving health care partnerships are creating opportunities for new transportation service contracts. The successful Executive Director will have proven experience with leading a business through strategic change and transforming operations to support the newly-evolved strategies.

Staffing is changing as well. Many not-for-profits in our region are experiencing dramatic staffing changes as long-standing executive directors and senior staff retire, and MMS is no exception. Approximately half of the organization's management and operations staff is relatively new to their roles, creating a challenge and opportunity for MMS' next leader. The organization's leadership team is eager for mentorship, training, and career development and is anxious to transform MMS into an employer of choice for transportation professionals.

The "right fit" candidate for this critical role will possess a rare blend of operational/logistics savvy, strategic leadership, and interpersonal skills. As the "face of the agency," the successful candidate will enjoy meeting



with existing client-agencies, new prospects, and community leaders. Delivery of engaging presentations and thinking on his/her feet will already be proven strengths. He/She will be motivated to establish respected internal processes and staff accountability to those processes as soon as possible so he/she can spend increasing amounts of time out of the office, evangelizing for MMS's top-notch, transformational services. New business opportunities can be found everywhere. Aging baby boomers require increasing levels of transportation support to maintain a connected, vibrant and healthy lifestyle. Health care systems (hospitals, insurance companies, physician practices and

government programs) are "baking" transportation to follow-up and preventative care medical visits into their bundle of services that are critical to keeping our aging population OUT of hospital beds and emergency rooms.

The successful candidate will have a knack for "seeing around corners," anticipating and preparing for the changing landscape of transportation services to people with disabilities, seniors, children and the not-for-profit agencies that serve them. He/She will possess or quickly develop expertise in the aforementioned subject matter, and will lead the way in educating not-for-profit leaders, government authorities and the greater community on the best ways to meet the transportation needs of our most vulnerable neighbors in a cost-effective, high quality manner.

The board of directors, management team, drivers and staff of MMS have been working tirelessly through these forces of change. They love what they do, they love whom they serve, and are highly motivated to be the preferred source of transportation, safety, freedom, independence and socialization for their clients.

GOALS AND RESPONSIBILITIES

- Team with the board and senior staff to develop a short-term plan to recruit, hire and train staff to fill existing vacancies.
- Team with the board and senior staff to develop long-term strategies to identify and develop partnerships with new not-for-profit and government clients.
- Develop a more efficient organizational structure with clearly defined roles and reporting relationships.
- Identify opportunities to partner with health care providers, insurance agencies and government entities to ensure the inclusion of Medical Motor Service in evolving community solutions to managed care and community inclusion initiatives.
- Develop and execute a strategy to attract and retain customer-service oriented, experienced drivers, and/or a program to train inexperienced drivers.
- Design and implement customer satisfaction and employee survey processes that are executed at regular intervals. Team with senior staff to develop a plan to improve customer and employee satisfaction in areas that require improvement.
- Establish measurement standards for key business metrics and implement a “dashboard” for those metrics that is shared regularly with the board and senior staff.
- Team with human resources to develop a plan to cross-train, mentor and engage employees at all levels of the organization. Work together to develop detailed, accurate position descriptions for all roles within the organization.
- Proactively identify and manage an appropriate response to changes in organizational priorities and economic conditions as needed.
- Team with the board, senior staff and relevant consultants to refresh MMS’s marketing and branding efforts.
- Team with senior staff to review current technology platforms for scheduling, fleet management, and other internal processes, assessing their adequacy in comparison to new technologies available in the market.



CANDIDATE QUALIFICATIONS

The successful candidate will possess the following:

- A Baccalaureate Degree in a relevant area of study is required; Master’s Degree is a plus.
- A minimum of five years of experience managing the operations of a business or not-for-profit, including accountability for the organizations staff, budget/profit and losses.

- Experience within the transportation industry is a plus. Experience managing government relationships and/or programs is a plus.
- Examples of developing and executing successful business transformation strategies.
- A reputation for mentoring and developing internal talent, as evidenced by promoting staff from within at former employers.
- A reputation for recognizing the value of employing and mentoring a diverse workforce.
- Creative approaches for hiring and retaining high quality staff in a competitive environment.
- Transparency, high ethical standards and a habit of communicating clearly and frequently across all levels of the organization.
- Examples of identifying and closing new business opportunities in a business-to-business environment.
- Proven experience with developing and delivering engaging, content-rich presentations that raised brand awareness and generated interest in former organizations as a potential vendor, employer, and/or partner.
- Prior leadership of a not-for-profit is a plus.
- A natural inclination to “lead by example,” demonstrating the ability to anticipate, prioritize and execute with a sense of urgency.
- Diplomacy and a sense of humor.
- Unquestioned professional and personal integrity.



This description is not meant to be an all-inclusive list of duties and responsibilities but constitutes a general definition of position scope. Medical Motor Service of Rochester and Monroe County, Inc. is an equal opportunity employer. All aspects of employment, including the decision to hire, will be based on merit, competence, performance and business needs.

HOW TO APPLY/MAKE INQUIRIES:

This retained search is being conducted exclusively by Patty Phillips of Clarity Recruiting and Career Management, Inc. for Medical Motor Service of Rochester and Monroe County, Inc. All applicants must contact Patty directly, as all applicants and inquiries, regardless of how sourced, will be forwarded to her attention.

If interested, please submit a cover letter and resume to: patty@clarityracm.com. In your cover letter, please explain the basis for your interest in the position and highlight relevant experience for the role.

[MMS ED performance profile.pdf](#)