



## SMCWC Establishes New Position to Reduce Homelessness

### Internal Communications Rollout

#### Announcement and Implementation Timeline: November 6, 2019

Activity	Timeframe/Date	Primary Responsibility	Status	Comments
Personal outreach & notice to external public officials & primary stakeholders as assigned	Between 1:30 – 2:30 pm	Board Chair, James, Paul White, others, as assigned per critical stakeholders list	<ul style="list-style-type: none"> <li>• Holding statement, talking points &amp; email completed ready for use</li> <li>• Stakeholder list completed</li> <li>• Patrice will coordinate</li> </ul>	<ul style="list-style-type: none"> <li>• Critical stakeholders: Mayor Walsh, legislators, opinion leaders, as well as Amazon ...</li> <li>• Trustees making calls to send email to those unable to reach voice to voice</li> </ul>
Face to face SLT meeting	12:30 – 1:00 p.m.	Board Exec Committee, Fr. Hehir, DH		
All Hands lunch meeting	1:30 p.m.	Board Exec Committee, Fr. Hehir, SLT, DH,		<ul style="list-style-type: none"> <li>• Leaders will receive hard copy of talking points after meeting to use in conversation with teams.</li> <li>• All staff will receive next update end of November</li> <li>• There will be opportunity for staff to say goodbye to Deirdre end of Nov. details TBD.</li> </ul>

Email holding statement to list of non-critical stakeholders with personal cover note as assigned	1:30 p.m. – 5:00 p.m.	Board members & internal leads as assigned on stakeholder list	<ul style="list-style-type: none"> <li>Stakeholder list completed</li> <li>Patrice will coordinate</li> </ul>	
Field questions from media with holding statement & associated talking points	11/6 - ?	Development/Comm		

**Post Announcement**

Activity	Timeframe/Date	Primary Responsibility	Status	Comments
Activate transition plan	November	Board Exec, Comm. ELT, DH		
Determine interim plan	12/1	Board Exec, Comm, Board, ELT, DH		<ul style="list-style-type: none"> <li>Hire interim leader?</li> <li>Initiate search process?</li> </ul>
<ul style="list-style-type: none"> <li>DH on vacation</li> <li>DH assumes new role</li> </ul>	<ul style="list-style-type: none"> <li>12/1-12/31</li> <li>1/1/2020</li> </ul>			
Monitor staff morale	11/4-12/31	ELT, SLT		
Further activities TBD				

## St. Mary's Center for Women and Children Establishes New Role to Combat Homelessness

### Narrative for Board Chair to All Staff

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St. Mary's and everyone in this organization, does incredible work to fight and deal with the issue that is at the core of our mission – homelessness.

You are in the trenches, day in and day out, working with passion and perseverance, to manage its ramifications on women, children and families. You work so hard to give women the hope, skills, and confidence they need to break the cycle of homelessness and achieve sustainable economic and emotional independence.

But, as demonstrably effective that our work is here, the bigger battle is falling short! Homelessness in Boston over the past year has increased by 14%. Obviously, more needs to be done.

For this reason, and consistent with our mission, St Mary's is establishing a new role that will be dedicated to creating more awareness of this dire issue and to galvanizing broader and deeper support for dramatically reducing the state of homelessness throughout the greater Boston area.

The new role is that of CEO Emeritus, and our current CEO and President, Deirdre Houtmeyers, will assume the position effective January 1, 2020.

As the scope of the problem demands, Deirdre will be solely focused on this mission and will no longer be involved in the operations or management of St. Mary's Center. She will be working off campus and completely focused on the external role. Deirdre will report and interact exclusively with the Executive Committee of the Board of Trustees.

As a result of her acceptance of the position, the Board will immediately initiate a search for a new President. We anticipate that this search may take some time to complete.

We realize that any kind of change can be unsettling. I assure you, however, that the Board and the ELT will do all we can to make the transition as smooth as possible and will keep you informed as the process evolves. This leadership change will not affect your roles and reporting structure.

Alexis will continue to lead the day to day operations and programs until a new president or an interim president is in place. She will also continue to work closely with the outside financial consultants until a Chief Finance Officer is on board and will report directly to the Trustee's Executive Committee. Susan will continue as Senior Vice President of Development and Communications. Both will work closely with the Board during the transition.

The Board and Deirdre agree that this singular focus is necessary in the larger effort to rigorously target the ever-escalating trend of homelessness in our community. This issue has been front and center for the Board for a long time. We have also been discussing how we could even better leverage Deirdre's experience and passion on this issue. In times like these when the need is beyond great, we must act! And Deirdre has accepted the challenge!

Her responsibilities will include developing long-term partnerships with organizations that share our passion, and she will work with other leaders to influence government policy on behalf of women and children who are homeless and don't have a voice. She will also meet regularly with legislators to close the funding gap for St. Mary's programs.

The new role will be evaluated on an annual basis consistent with the budget overview.

Deirdre will work with the Board and the ELT on the transition plan through the month of November, will be on vacation in December and, as I said, assume her new role January 1.

Thank you everyone for your continued dedication to St. Mary's and its mission. Our demanding work is more important than ever and its expansion to include a dedicated focus on advocacy for the broader population of homeless people in our community comes at a critical time.

If you have questions, please raise them to your manager so that open questions can be addressed at the SLT and ELT meetings. We will keep you informed as this transition evolves.

Thank you!

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## St. Mary's Center for Women and Children Establishes New Role to Combat Homelessness

### Talking Points for Leaders

- St. Mary's is establishing a new role that will be dedicated to increasing awareness, and to galvanizing broader and deeper support for dramatically reducing the state of homelessness throughout the greater Boston area. Deirdre Houtmeyers, will assume the new position, as CEO Emeritus, effective January 1, 2020.
- Deirdre will be solely focused on this mission and will no longer be involved in the operations or management of St. Mary's Center. She will be working independently off campus and will report and interact exclusively with the Executive Committee of the Board of Trustees.
- We realize that any kind of change can be unsettling. But the Board and the ELT will do all possible to make the transition as smooth as possible and will keep you informed as the process evolves. This change will not affect your roles or reporting structure.
- In this new role, Deirdre's responsibilities will include developing long-term partnerships with organizations that share our passion to reduce homelessness. She will work with other leaders to influence government policy on behalf of women and children who are homeless and don't have a voice. She will also meet regularly with legislators to seek the state's assistance in providing more funding for St. Mary's programs.
- The Board will immediately initiate a search for a new President. We anticipate that this search may take some time to complete.
- In the meantime, Alexis will continue to lead the day-to-day operations and Programs until an interim or new President is in place. Susan will continue as Senior Vice President of Development and Communications. Both Alexis and Susan will work closely with the Board during the transition period.
- Thank you everyone for your continued dedication to St. Mary's and its mission. Our demanding work is more important than ever, and its expansion to include a dedicated focus on advocacy for the broader population of homeless people in our community comes at a critical time.
- If you have questions, please raise them to your manager so that open questions can be addressed at the SLT and ELT meetings.



## St. Mary's Center for Women and Children Establishes New Role to Combat Homelessness

### External Communications

#### **Talking Points for Telephone Calls to Critical Stakeholders, November 6, 2019, between 1:30 – 3pm)**

- St. Mary's is establishing a new role that will be dedicated to galvanizing broader and deeper support for dramatically reducing the state of homelessness throughout the greater Boston area. Deirdre Houtmeyers will assume the new position of CEO Emeritus, effective January 1, 2020.
- Deirdre will be solely focused on this mission and will no longer be involved in the operations or management of St. Mary's Center.
- In this new role, Deirdre's responsibilities will include expanding existing and developing long-term partnerships with organizations that share our passion to reduce homelessness. She will work with other leaders to advocate for government policy on behalf of women and children who are homeless and don't have a voice.
- I'm sure you will continue to have opportunities to interact with Deirdre in her new role.
- The Board will immediately initiate a search for a new President.
- In the meantime, Alexis Steel, Senior Vice President, Operations and Compliance, will continue to lead the day-to-day operations and programs until a new President is in place.

## **Follow-up Email** *(if critical stakeholder can't be reached by phone)*

Hi \_\_\_\_\_

I tried to reach you by telephone earlier today, but we didn't connect. I wanted to let you know that after six years as President and CEO of St. Mary's Center for Women and Children, Deirdre Houtmeyers has accepted the newly created role of CEO Emeritus, effective January 1, 2020. This new role is designed to reduce the ever-escalating increase in homelessness in the greater Boston area and provide a dedicated focus on advocacy for the broader population of homeless people in the community. Deirdre will work to create more awareness of the issue and galvanize deeper and broader support. I am sure you will continue to have opportunities to interact with Deirdre in her new role.

Deirdre has played a vital role in the growth of St. Mary's Center, which has, in large part, been due to the expanding need for services and the rise in the number of people experiencing homelessness. During her tenure, she has worked tirelessly to help women break the cycle of poverty, abuse, and homelessness. Deirdre will work closely with the St. Mary's board of trustees as they search for new leadership. In the meantime, Alexis Steel, Senior Vice President, Operations and Compliance, will continue to lead the day-to-day operations and programs until a new president is in place.

Best regards,

## Board Chair Email to External Stakeholders

**Subject:** St. Mary's Center Establishes New Position to Reduce Homelessness

**Date:** November 6, 2019

### **This email is being sent on behalf of Kathy Maple, Board Chair**

I want to let you know that after six years as President and CEO of St. Mary's Center for Women and Children, Deirdre Houtmeyers has accepted the newly created role of CEO Emeritus, effective January 1, 2020. This new role is designed to reduce the ever-escalating increase in homelessness in the greater Boston area and provide a dedicated focus on advocacy for the broader population of homeless women, children and families in the community. In her new position, she will work to create more awareness of the issue and galvanize deeper and broader support.

Deirdre will be solely focused on this mission and will no longer be involved in the operations or management of St. Mary's Center. I am sure you will continue to have opportunities to interact with her in her new role.

During her tenure, Deirdre has played a vital role in the growth of St. Mary's Center, which has, in large part, been due to the expanding need for services and the rise in the number of women, children and families experiencing homelessness. She has worked tirelessly to help women break the cycle of poverty, abuse, and homelessness. Deirdre will work closely with the St. Mary's board of trustees as they search for new leadership.

In the meantime, Alexis Steel, Senior Vice President, Operations and Compliance, will continue to lead the day-to-day operations and programs until a new president is in place. Please feel free to reach out to Alexis at 617-436-8600, Ext: 315, or via email at [asteel@stmaryscenterma.org](mailto:asteel@stmaryscenterma.org), if you have any questions.

Best regards,

***Kathy Maple***

*Board Chair*



## **Holding Statement (for any press inquiries)**

### *SMCWC Establishes New Position to Reduce Homelessness*

After six years as President and CEO of St. Mary's Center for Women and Children, Deirdre Houtmeyers has accepted the newly created role of CEO Emeritus, reporting to the board of trustees, effective January 1, 2020. This new role is designed to reduce the ever-escalating increase in homelessness of women, children and families in the greater Boston area and provide a dedicated focus on advocacy for the broader population of homeless people in the community. Deirdre will work to create more awareness of the issue and galvanize deeper and broader support.

Deirdre has played a vital role in the growth of St. Mary's Center, which has, in large part, been due to the expanding need for services and the rise in the number of people experiencing homelessness. During her tenure, she has worked tirelessly to help women break the cycle of poverty, abuse, and homelessness. Deirdre will work closely with the St. Mary's board of trustees as they search for new leadership. In the meantime, Alexis Steel, Senior Vice President, Operations and Compliance, will continue to lead day-to-day operations and programs until a new president is in place.