

POSITION DESCRIPTION

upstream USA

FOR THE POSITION OF

HEAD OF CLINICAL STRATEGY, DESIGN AND TRAINING

SUMMER 2025

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.



POSITION DESCRIPTION

POSITION	Head of Clinical Strategy, Design and Training
ORGANIZATION	Upstream USA
REPORTS TO	Jessica Foster , President and Chief Operating Officer
LOCATION	Remote
WEBSITE	https://upstream.org/

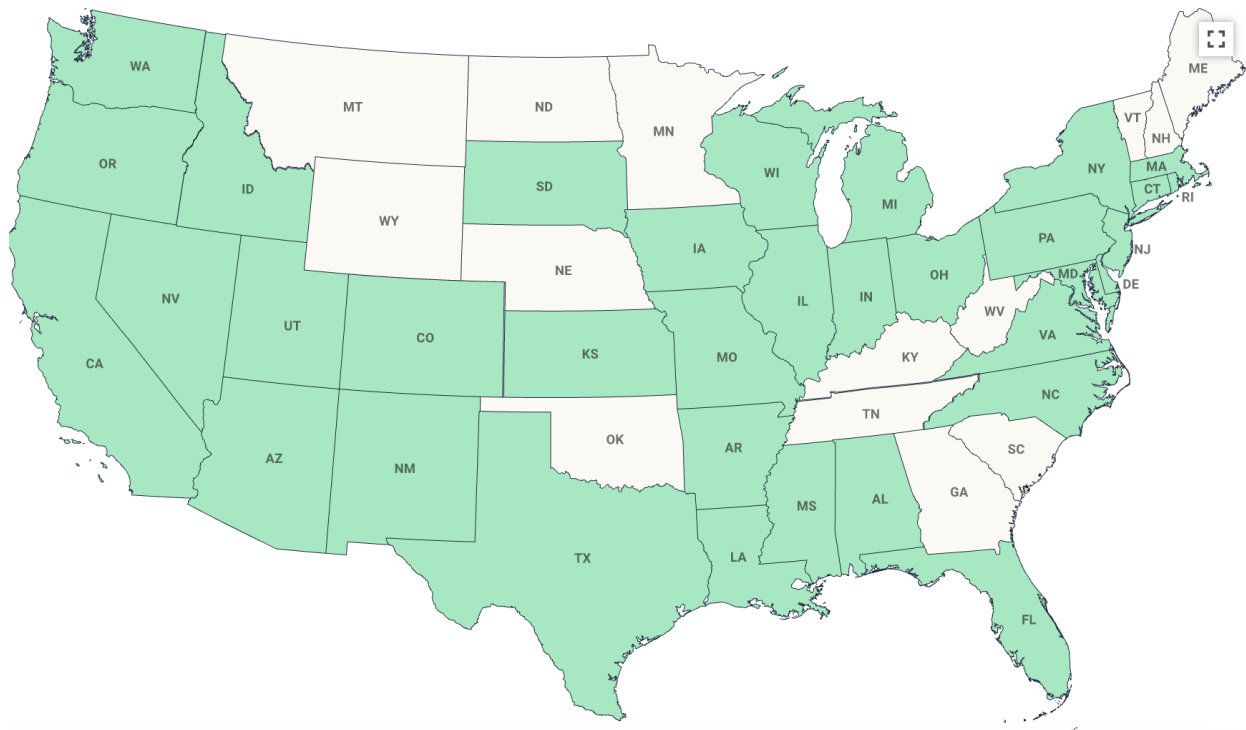
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ORGANIZATIONAL OVERVIEW

Contraceptive care is basic health care. Yet too many patients in the U.S. struggle to access the care they want, when they want it. A national nonprofit founded in 2014, Upstream USA partners with healthcare organizations, at no cost to them, to provide free training, education, and technical assistance to improve their contraceptive services and meet their patients' needs. For over ten years, Upstream has supported 200+ healthcare partners (including primary care practices, federally qualified health centers, health systems, and more) with a transformative approach that empowers patients to access the contraceptive care where they already receive most of their healthcare.



Upstream is on a path to partnering with health care organizations that collectively serve 5 million patients by 2030. Upstream does not accept funding from pharmaceutical companies. Their work is made possible by generous support from venture philanthropy. That privilege comes with high expectations about reaching millions of patients who will benefit the most from comprehensive, patient-centered contraceptive care with a focus on measurable outcomes and impact. Patients who have received care at healthcare organizations that partner with Upstream report higher satisfaction with the contraceptive care they receive.

94%

of patients did not feel pressured to choose a specific method of birth control*

94%

of patients made their decision about birth control on their own or with some input from clinic staff*

93%

of patients starting a new method of birth control were satisfied with the timing of receiving their chosen method*



Upstream is a 2023 Audacious Project recipient that continues to garner attention from many leading publications, including [Harvard Public Health](#), [Bloomberg](#), [MedPage Today](#), [Baltimore Sun](#), the [Fresno Bee](#), and [WBUR](#).

Upstream Comprehensive Training

Contraceptive care is often siloed within OB-GYN services, limiting access and creating barriers for patients seeking the patient-centered contraceptive care they need and deserve. But integrating contraceptive care in other healthcare settings, including primary care, can be challenging. Upstream eases these challenges by supporting healthcare organizations to build and implement effective and efficient contraceptive care workflows, and training healthcare providers and other care team staff to deliver patient-centered contraceptive care, including routine screening and counseling. Upstream offers financial resources in the form of milestone payments to help offset time spent by staff on contraceptive care quality improvement and offers up to \$50k in funding to offset the cost of staff time dedicated to practice change in the organizations they work with.

Practice Transformation

Upstream addresses common contraceptive services challenges by improving organizations' systems and processes:



Sourcing, stocking, and storing contraceptive methods

Upstream helps organizations improve processes for acquiring and managing contraceptive supplies to ensure availability.



Billing and coding

Upstream supports organization through optimizing these practices to maximize reimbursements.



EHR Data

Upstream interventions utilize electronic health records to track practice changes and measure progress effectively.

Patient-Centered Contraceptive Care

The shared decision-making counseling model emphasizes collaboration between patients and healthcare providers. The provider serves as the expert in medical information, and the patient is recognized as the expert in their lived experiences, values, and preferences.

Bias in contraceptive care can manifest through assumptions about a patient's reproductive goals based on a variety of factors, including their age, race, socioeconomic status or marital status, whereas coercion can occur when healthcare providers pressure patients into choosing a method or a specific method without fully discussing how other available options may meet each patients' needs and preferences. Healthcare organizations work hard to deliver quality birth control counseling. However, when staff lack the necessary training and resources, they can unknowingly let their own opinions and beliefs pressure a patient toward a particular method. This can result in patients feeling unheard and disrespected, reducing



their satisfaction and adherence to chosen methods. Upstream's training addresses the complex history of these issues and provides contraceptive counseling resources for both providers and support staff that center a wide range of patient preferences and considerations.

Contraceptive Care Training and Continuing Medical Education (CME)

Through Upstream's patient-centered contraceptive care program, their teams offer CME/CE eligible training tailored to various care team roles. Upstream's mix of asynchronous eLearning alongside virtual instructor-led sessions focuses on individual skill-building and contraceptive education.

Clinical Training – The Upstream Training Track for clinicians and nurses empower providers to deliver patient-centered contraceptive care that is unbiased, non-coercive, and trauma-informed. Participants gain skills in:

- Determining patient medical eligibility for their chosen contraceptive methods.
- Applying evidence-based guidelines to initiate, manage, and discontinue all contraceptive methods.
- Providing education on birth control methods that could meet patients' preferences, needs, and goals.

93%
Clinicians agreed that their
skills increased due to
Upstream's training

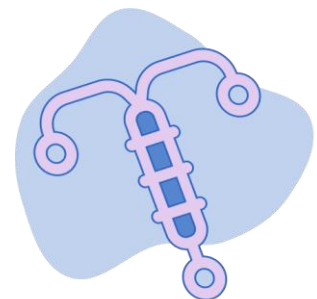
Care Staff Training – The program includes training for staff who focus on screening, patient education, and indirect care. Through their role-specific training plans, client's health care staff become experts in:

- Describing ways to provide patient-centered contraceptive care that is unbiased, non-coercive, and trauma-informed in their role.
- Screening eligible patients for reproductive health needs depending on role.
- Providing patients with educational resources, as appropriate.

Coach Training - The Coaching Track is designed to develop staff mentors who will support their colleagues as they develop their contraceptive education skills. Mentors will receive the same patient-centered contraceptive care training as education staff, but also learn to:

- Demonstrate effective observation and feedback skills.
- Identify the necessary staff skills for patient-centered education.
- Outline further staff skill development needs.

IUD Training for Providers - Clinicians who complete the Clinical Training Track can enhance their skills for IUD insertion and removal through Upstream's hands-on IUD practicum. This optional two-hour training is conducted virtually, and offers hands-on practice with various IUDs using pelvic models and tools provided by Upstream. Under the guidance of expert clinical facilitators, providers will practice techniques such as tenaculum use, uterine sounding, and IUD placement, while also learning to address potential complications and pain management.





Upstream USA Statistics

200+

Healthcare Organization
Partners

1300

Clinicians trained on
patient-centered, evidence-
based contraceptive care

2900

Support Staff trained on
reproductive health
screening and the full range
of contraceptive methods

93%

Clinicians agreed that their
skills increased due to
Upstream's training

ROLE SUMMARY

Upstream USA is seeking a visionary and dedicated Head of Clinical Strategy, Design and Training to continually develop, refine, and oversee Upstream's design of practice change interventions, ensuring quality and impact through both medical best practices and a user-centered approach. This is an effective leader who maintains a forward looking and adaptive approach. Reporting to the President and Chief Operating Officer (COO), this role oversees the External Training Team (ETT) and Technical Assistance Design (TAD) teams. The Head of Clinical Strategy, Design and Training will be expected to:

- Refine the program design to achieve Upstream's mission and vision;
- Establish systems to ensure quality and consistency in implementation;
- Provide medical and clinical expertise in both sexual and reproductive health and primary care across functions and on the leadership team;
- Bring the expertise and creativity to support program adaptation and innovation, that is centered on what people, patients and our HCO (Health Care Organization) partners need to drive measurable impact.

The successful candidate will be responsible for codifying and refining Upstream's core program model, supporting and partnering with program implementation teams to achieve top performance, impact, and consistent quality. As Upstream and the healthcare landscape evolves, the placement will oversee Upstream's response to industry changes and will be the key leader in designing program adaptations to support different HCO/ provider types, always in close collaboration with other Upstream leaders.

This is a high-visibility position within Upstream USA and externally with healthcare organization partners and the broader Sexual and Reproductive Health (SRH) community. The Head of Clinical Strategy, Design and Training will serve as the organization's foremost clinical top medical expert, lending credibility and bringing gravitas to key external relationships and forums.

As a key member of our senior leadership team, the Head of Clinical Strategy, Design and Training will work closely cross-functionally to ensure organizational alignment with evolving best practices and SRH landscape shifts. Although this is a full-time leadership role, there is flexibility for candidates who wish to maintain limited clinical practice alongside their responsibilities.

Responsibilities

Program Design

- ▼ Lead program design and its continuous improvement using a user-centered approach that is responsive to needs and preferences of HCOs, providers and patients and aligned with current best practices in reproductive health, primary care and Upstream's impact framework.



- ▼ In collaboration with recruitment and program delivery leaders, ensure design elements are structured to achieve impact at scale with HCOs and patients who are most in need of increased access to patient-centered contraceptive care and support the organization in advancing societal impact.
- ▼ Drive structured solicitation and use of organizational expertise - including from program implementation and Monitoring & Evaluation teams - to inform program strategy, innovation, and resource iteration. Ensure alignment and avoid duplication of efforts across teams. Lead cross-vertical Learning Agenda groups to incorporate diverse perspectives and improve overall efficiency.
- ▼ Establish program guardrails and non-negotiables to provide maximum value to patients and partners. Uphold and as needed, iterate to drive quality, efficient performance and ensure any alternative approaches undergo rigorous pilot testing.
- ▼ Lead development and deployment of any additional Upstream technical assistance and training offerings by leveraging a public health intervention design framework.
- ▼ Consider ways to streamline practice transformation implementation aligned with Upstream's impact framework while reducing unnecessary and inefficient customization or processes.
- ▼ Ensure that training strategies and technical assistance resources remain nimble and adaptive to healthcare providers' evolving needs.

Program Quality and Fidelity

- ▼ Further codify program models, providing clarity on program stages, tasks, and roles.
- ▼ Establish a fidelity and quality assurance monitoring approach, ensuring consistency, efficiency, and excellence in implementation across healthcare organizations (HCOs) and regions.
- ▼ Develop and maintain a suite of program dashboards and reports that showcase Upstream's implementation quality.
- ▼ Align internal training needs to support the onboarding and continued skill development of staff on both practice transformation and partnerships teams including an internal training curriculum and approach to build expertise in contraceptive care best practices among Upstream staff, with a focus on externally facing staff.

Medical Leadership and External Engagement

- ▼ Represent Upstream externally as the top medical expert, leveraging existing relationships to strengthen the organization's position in the field.
- ▼ Partner with other teams (e.g., Marketing and Communications, Policy, External Affairs, Monitoring Evaluation and Learning Team (MEL)) when needed on external messaging and communications related to Upstream's mission, work, and impact.
- ▼ Cultivate and maintain strong external collaborations with national and state-based reproductive health organizations, leveraging partnerships in program design, research, and policy/advocacy.
- ▼ Develop and promote white papers, op-eds, reports, and external-facing materials that reinforce Upstream's expertise and leadership in the field.



- ▼ As needed, represent Upstream in policy conversations to ensure clinical perspectives are integrated into advocacy efforts.
- ▼ Serve as a primary clinical spokesperson for Upstream, participating in media interviews and other strategic executive speaking engagements.

Clinical Strategy & Vision

- ▼ Represent Upstream's mission and values and clinical best practices in envisioning longer-term paths to impact at scale
- ▼ Partner with the Strategy, Policy and other teams on long-term scaling and impact planning.
- ▼ Be a leading voice in identifying program adaptations and innovations that will drive scale and impact with communities most in need of patient-centered contraceptive care

Leadership & Organizational Management

- ▼ Lead, manage, and mentor a team of 25+ staff, including the External Training and Technical Assistance Design teams.
- ▼ Provide clear points of accountability, fostering a culture of high performance, transparency, and collaboration.
- ▼ Play a leadership role in embedding Upstream's values into the team culture.
- ▼ Establish and track key performance indicators (KPIs) that incentivize, and reward behaviors aligned with Upstream's priorities.
- ▼ Drive budget planning and resource allocation for the Training and Technical Assistance Design departments.

Design Principles & Critical Capabilities for Success

- ▼ **Mission-Driven Decision Making:** All decisions must center on Upstream's mission and goals as the primary driver.
- ▼ **Strategic Alignment:** Ensure clarity in roles, responsibilities, and decision ownership across program design and implementation.
- ▼ **Efficiency & Effectiveness:** Reduce duplication of expertise and optimize team structures for top performance.
- ▼ **Equity-Centered Growth:** Ensure consistent and compelling program outcomes across HCO types and regions.
- ▼ **Accountability & Performance:** Leverage goals, KPIs, and incentives to drive organizational efficiency and excellence.
- ▼ **Sustainable Scale & Impact:** Maintain balance between program fidelity, outcomes, and scalability, ensuring long-term success.



- ▼ **Talent & Organizational Development:** Build and retain a diverse, high-performing workforce with equitable systems and norms.
- ▼ Additional duties as assigned.

Reporting to:



Jessica Foster
President and Chief Operating Officer

Jessica Foster is a mission-driven human services leader with a long career enabling dignity and self-sufficiency for individuals, families, and communities. Prior to joining Upstream as President and Chief Operating Officer, she served for 13 years at Youth Villages, a leading national human services organization devoted to helping children and families reach their fullest potential, most recently in the role of Chief Strategy Officer. In her roles there, she oversaw up to 150 staff members, driving the organization's strategic direction and often launching new initiatives, including New Allies, an advisory and technical assistance team that collaborates with public sector leaders on system reform; and Strategic Partnerships, a new division of the organization that trains public and private agencies in evidence-based programs.

Earlier in her career, Jessica was a strategy consultant at both the Boston Consulting Group and the Monitor Group. She also served as a legislative aide to U.S. Senator Arlen Specter, acting as a key advisor on women's health, foster care, adoption, TANF, economic development, public housing, and nonprofit issues. She also served as a Results for America Non-Profit Fellow; a Founding Member of Chief DC; in a role on the Foster America advisory board; and as a CASA (Court Appointed Special Advocate) and volunteer.

Jessica's interest in women-centered issues were solidified early in her career when she served as a volunteer at the D.C. Rape Crisis Center, where she took overnight crisis hotline calls, escorted survivors in need of medical services, and supported those undergoing sexual assault forensic exams. She is a passionate believer in, and advocate for, women's bodily autonomy and right to self-determination.

An avid hiker and lover of the outdoors, Jessica lives in the Washington, D.C. area and enjoys spending time with her family, including her two daughters. She holds an MBA in Marketing from The Wharton School and a bachelor's degree in Public Policy from Brown University.

CANDIDATE QUALIFICATIONS

Upstream fosters a mission- oriented workplace and welcomes applicants of all backgrounds. The ideal candidate upholds Upstream's mission of accessible, patient-centered contraceptive care, builds trust through empathy and honesty, and contributes to a collaborative culture. They bring enthusiasm to their work, creating opportunities for connection and celebration.

- ▼ Clinical degree (MD/DO strongly preferred, ND, PA, NP, CNM or similar)



- ▼ Board certification in applicable specialty (such as Family Medicine, OB/GYN, or Internal Medicine)
- ▼ Subject matter expertise in sexual and reproductive health and family planning
- ▼ Experience working in primary care setting (including OB/GYN) and leading or deep understanding of implementing practice change in primary care
- ▼ Additional graduate degree (ideally MPH) and/or experience in public health
- ▼ 12–15+ years of clinical experience, including at least 7 years in a leadership role with a strong track record of managing and mentoring large teams (10 or more direct reports)
- ▼ Demonstrates the ability to remain focused, adaptable, and solution-oriented in the face of challenges, setbacks, or ambiguity. Approaches obstacles with a growth mindset and maintains a steady commitment to goals, even under pressure or changing circumstances; resilient
- ▼ While Upstream is a remotely based organization, they maintain an on-camera culture during meetings to support connection, engagement, teaming and collaboration. Must be comfortable and able to participate in this environment.

Highly Valued Education, Experience, Knowledge, Skills and Ability (Strongly Preferred)

- ▼ Experience and philosophy building user-centered approaches that are adaptive to provide the best customer experience for Upstream’s partners and value proposition to our HCO partners
- ▼ Experience developing training curriculum and facilitating clinical training
- ▼ Deep understanding of diverse health care systems including federally qualified health centers (FQHCs), large health-systems, and non-traditional settings (e.g school-based health systems)
- ▼ Extensive experience with Quality Improvement tools and methodologies, and strategically applying those to the clinical setting
- ▼ Experience building transformational clinical systems and cross-functional teams in a virtual environment
- ▼ Proven ability to build deep and lasting relationships with colleagues and teams
- ▼ Strong written and oral communication skills, appropriate to all levels of an organization from executive leaders to team members, as well as board members and external partners
- ▼ Proven experience in a non-academic medical setting such as start-up ventures, with a strong track record of contributing to or leading initiatives that drive organizational growth, improve service delivery, or generate revenue in a healthcare environment.

Other Upstream Staff Expectations

- ▼ The Upstream team gathers for moments that matter for training, teaming and connection. Teams come together for occasional in person meetings and organizational retreats. All Upstreamers must be able to attend work-related in-person meetings and functions. As part of the hybrid work practices, this travel expectation will be applicable for all Upstreamers, even those based remotely.



- ▼ In hybrid work environments, there is a basic expectation that Upstreamers will ensure that their work from home setups will have reliable access to phone and Internet to ensure connectivity to their teams.
- ▼ Engage in organization-sponsored learning & development

Travel Requirements

This role will require up to 20% business travel. All Upstreamers can expect a minimum of 8 days of business travel per year to attend 1 annual organizational retreat and 1 or 2 annual team/department meetings.

Pay Transparency

The estimated good faith range for this position is \$260,000 - \$310,000.

Final offers for this position will be based upon several factors including the scope of the role, market compensation analysis, position requirements, candidate's experience level and capabilities, fairness in internal pay considerations and will be made within the parameters of Upstream USA's compensation framework and philosophy.

Upstream Benefits

Upstream USA offers a comprehensive benefit package including medical, dental, vision, life insurance, long and short-term disability, 401K with a match, generous vacation, personal, sick and holiday time off, parental leave, professional development, a fitness and cell phone allowance for all full time employees and part time employees who work a minimum of 24 hours per week.

Hiring Process and Culture

Candidates who advance in the preliminary review process will have an opportunity to discuss the position, their employment background and lived experience by telephone. Those who advance to subsequent steps in the interview process may participate in up to three rounds of meetings by Zoom or in person and in a thought exercise/case study assignment. Each round could consist of multiple meetings with various Upstreamers.

Upstream is dedicated to fostering a fair and accessible talent lifecycle, ensuring that every individual has the opportunity to thrive. From recruitment to career development, they strive to create a workplace where talent is recognized, supported, and empowered to contribute meaningfully. Building a strong, representative workforce is essential to their success, and they prioritize collaboration, transparency, and shared leadership to cultivate an environment where all voices are heard and valued.

Their commitment extends beyond hiring—they invest in professional growth, mentorship, and inclusive workplace practices to support long-term success for their employees.



SEARCH TEAM

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