

Nonprofit Ethical Case:

# Too Much Brotherly Love: Vaccines Misused By Philly Fighting COVID

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NPA 601: NONPROFIT ETHICAL LEADERSHIP  
Fall 2021  
Prof. Marco Tavanti, Ph.D.

An aerial view of the Philadelphia skyline at dusk, with the city lights beginning to glow against a darkening sky. The image is used as a background for the text and buttons.

# Volunteers Fighting COVID-19 in Philadelphia

[Donate](#)

[Get Tested!](#)

**We are on a mission to test all Philadelphians and flood Philadelphia with reusable PPE.**

*"Let us be remembered as being part of the fight against this pandemic."*



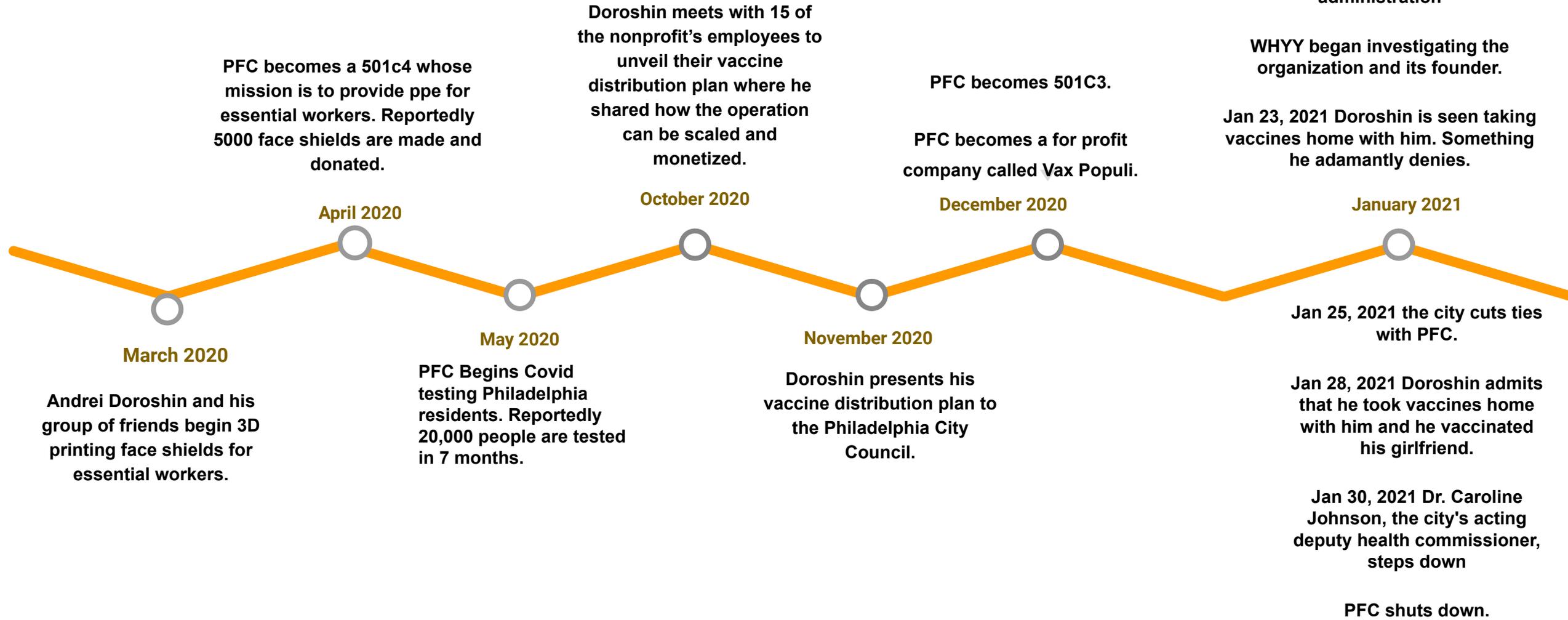
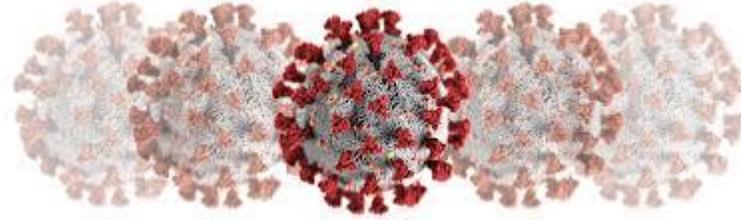
# Summary

- Philly Fighting Covid (PFC) started as a nonprofit in April 2020, making PPE for essential workers at the beginning of the pandemic. It was founded by 22 year old Andrei Doroshin.
- A few months later PFC began running Covid testing sites and were able to test 20,000 Philadelphia residents. Eventually moving on to vaccinations with much fanfare and support from the city.
- Quickly had many ethical issues and three weeks after opening they shut down
- Key players: City of Philadelphia government officials, Andrei Doroshin; CEO of PFC, Dr. Thomas Farley, Dr. Caroline Johnson.
- This case looks at the unethical behavior of PFC executives. We look at why this NPO was picked and failed in its overall mission, how this affects the third sector and how to prevent such issues in the future.

**Are you ready to JOIN  
THE FIGHT?**



# PHILLY FIGHTING COVID



# Facts

## Accomplishments vs. Failures

### Accomplishments:

- PFC tested 20,000 Philadelphia residents.
- PFC 3D printed 5k face shields for essential workers.
- PFC vaccinated about 6,900 people in Philadelphia.

### Failures:

- PFC was not a good steward of the government's resources.
- PFC lacked transparency when they became a for profit company in an effort to monetize the free vaccines they received from the City of Philadelphia.
- PFC failed to provide accurate demographic information on the clients they were able to vaccinate and blamed it on a glitch in the system.
- PFC has failed to take accountability for their wrongdoings and has not apologized.
- Vaccines were taken off-site by PFC's CEO.
- PFC failed to put a privacy clause in their policies leading to distrust amongst community members who fear their private information will be sold.



# Compliance

- PFC “Threw out the Playbook”
- Lied to get vaccines and funding
- Did go through application process
- Focused on marketing not mission
- No transparency or accountability
  - data
  - doses
  - financials
  - processes
  - testing
  - shutdown



Department of  
**Public Health**



# “WE ARE JUST FREAKING GRAD STUDENTS!”

## Executive Team



+ Andrei Doroshin | CEO



- Dr. Karol Osipowicz | Chief Science



- Carson Elias | CTO

From: **Andrei Doroshin** <[andrei@phillyfightingcovid.com](mailto:andrei@phillyfightingcovid.com)>  
Date: Tue, Feb 23, 2021 at 12:59 PM  
Subject: Update To Donors  
To:

# Individual Responsibility

Dear Donor,

I am reaching out because you believed in us when we were out there trying to help Philadelphians through this pandemic.

But first, there is an apology. There were some minor administrative decisions that were the fodder that was needed for competitors and other groups that did not share our interests to shut us down and personally discredit me and my team. Philadelphians were the ones most hurt in this and we are devastated about it. I will get back to you, but for the time being, I will be focusing my attention on money owed and recovering the good of our names.

Thank you for your concern and your support.

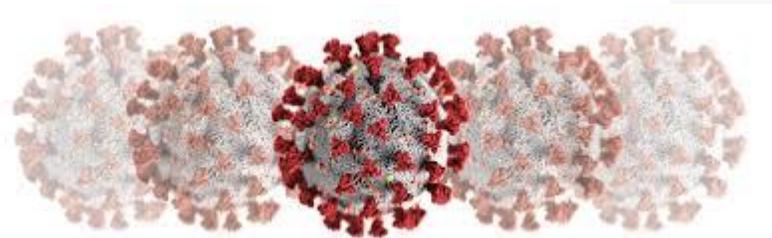
Andrei

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Andrei Doroshin  
CEO | Philly Fighting Covid Inc  
[Phillyfightingcovid.com](http://Phillyfightingcovid.com)



An email sent from Philly Fighting COVID CEO Andrei I



## Board members

Andrei Doroshin - Chair

Victor Shugart - Treasurer

Cutler Whitely - Secretary

Joseph Michalowicz

Emily Dieli

Andy Lehman

Lucas Baltisberger

Johnathan Lawless



**Jim Kenney, Mayor of Philadelphia**



**Dr. Tom Farley, Philadelphia Health Commissioner**



**Dr. Caroline Johnson, Acting Deputy Health Commissioner**



**OpenlyBlack** @msnlwebber · Jan 30

Nah... People gotta resign over [#PhillyFyreFest](#). Can't be any "we could have done better"... Yeah, you could have given the contract to the Black doctors who knew what they were doing instead of the white child who didn't!

[#PhillyFightingCovid](#) [#COVID19](#)





Mike Marchioli | Medical Staff



Emily Navarreto | Medical Staff



Malak Shah | Medical Staff



Zakaria Alyan | Testing Operations



Rafael Weinstein, RN | Medical Coordinator



Shane Lewis | Medical Operations



Masen Kasper | Engineering & R&D



Shakibur Rahman | Marketing and Fundraising



Tarek Yahya | Site Manager



Johnathan Lawless | Medical Operations



Grant Fisher | Operations Manager



Priyanka Patel, NP | Provider



Nolan Makatche | Engineering and R&D



Christina Pinizzoto | Head Nurse



Siddhant (Sid) Janardhanan | Head of Information Systems



Ian Lawton | Engineering and R&D



**JOIN US FOR FREE!**

# Organizational Responsibility



Sergei Doroshin | Head of Outreach



Joe Cugini | Head of Fundraising



Ann Masiello | Medical Coordinator



Dante Terracciano | Head of Medical Operations



Joseph Michalowicz | Head of Engineering

**Katrina Lipinsky @Katweeta · Jan 26**  
As an RN who volunteered to give vaccines for them I feel super [redacted] about my complicity in this mess. I was there Saturday - Andrei Doroshin, the CEO at Philly Fighting COVID, took home a ziplock bag-full of vaccines. Stuffed them in his bag and left with them.

 @Annabelle\_alrez

I started to stop volunteering as much when I saw they went from non profit to a for profit. They would always brag about how rich they were getting, not just the CEO but the entire team working to vaccinate. The lies saying they didn't know [#PhillyFightingCovid](#)

4:54 PM · Jan 26, 2021 · Twitter for iPhone

1 Retweet 3 Likes

 @Annabelle\_alrez · Jan 26  
Replying to @Annabelle\_alrez  
Is false because I heard just like they did. They spoke about this at team meetings. All of them were getting super rich from vaccines and luckily I was not asked to join them for their vaccine clinic.

 1   

 @Annabelle\_alrez · Jan 26  
But not only did they drop testing and hurt tons of people, they dropped volunteers who dedicated time and effort without so much of an email. I was promised to get a vaccine as a healthcare worker on site

 1   

 @Annabelle\_alrez · Jan 26  
And never got one but social media who was not testing had gotten them. I was promised to on their website and nothing happened. Once again glad the truth comes out. The entire team knew!

# Systemic Responsibility



Lack of faith in the third sector's competence and ability to address and solve challenges in communities.

Lack of trust in the city's Covid response being safe and secure for the public.



**Alexandre** @AChausson · Jan 30  
Replying to @MaxMMarin  
For corporations to benefit communities they need to be governed by the people in that community, not megalomaniacs or a minority of board members/executives. It's not a revolutionary idea it's called [#democracy](#) [#phillyfightingcovid](#) [#covid19](#)

🗨️ ↻️ ❤️ ↗️



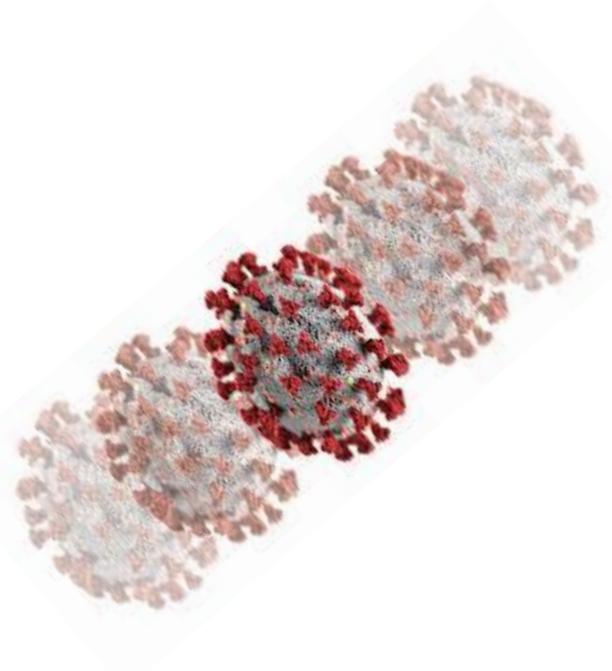
**vampyPlayaboiJady** @posterchild666 · Jan 25  
Shame on [#PhillyFightingCovid](#) for trying to profit off this by discretely trying to sell patient information. You cannot trust those saying they are trying to help during this pandemic. noone is trying to help. They are trying to make money off of YOU!

Lack of faith in the government being non-bias, equitable, and efficient.



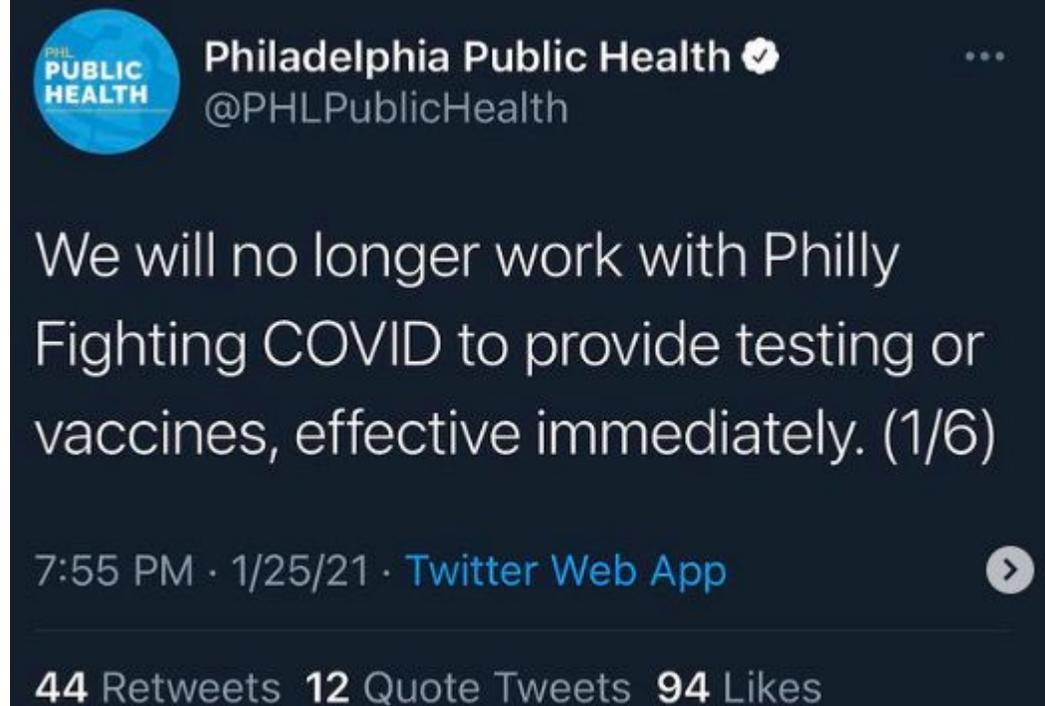
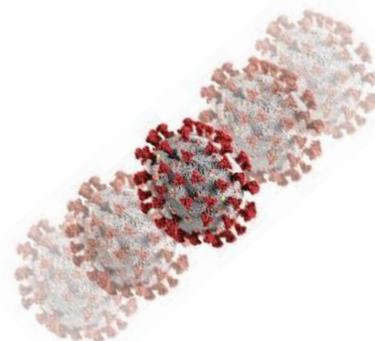
**freudianstitch** @FreudianStitch · Jan 30  
I'll say this about [#PhillyFightingCovid](#): You have a 22-year-old white dude who receives a contract after the city was reluctant to work with Black DOCTORS last year. If that's not a picture of the credentials having white skin gives you in this country, idk what is.

🗨️ ↻️ 2 ❤️ 2 ↗️

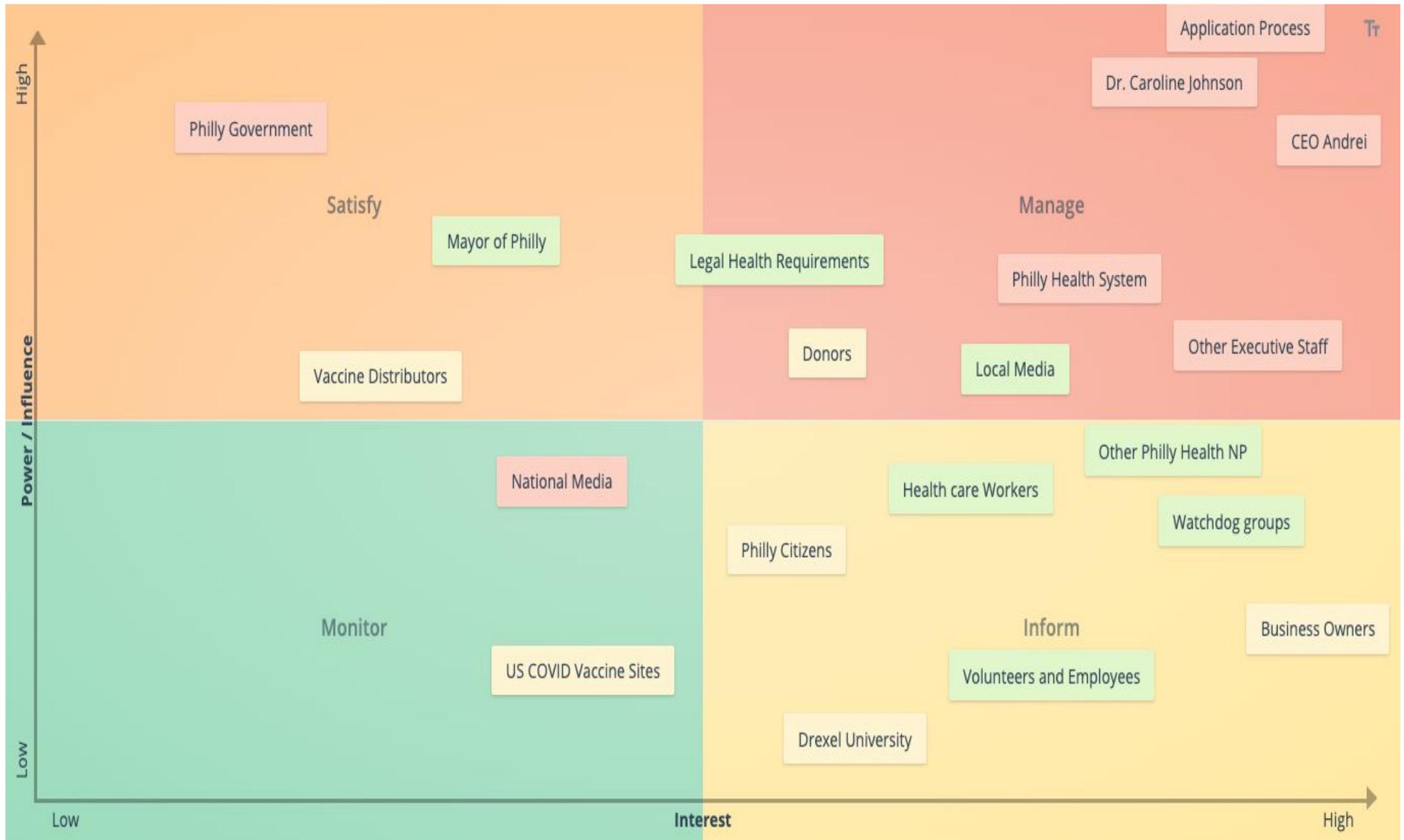


**SO WHAT COULD PHILLY POSSIBLY HAVE SEEN IN THE INEXPERIENCED ANDREI DOROSHIN THAT CONVINCED THEM TO PARTNER WITH PFC INSTEAD OF A REPUTABLE ORGANIZATION LIKE THE BLACK DOCTORS COVID-19 CONSORTIUM? I WOULD ARGUE THAT THEY MERELY SAW WHITENESS.**

By Rasheed Ajamu



# Stakeholders Analysis



# City Council passes bill to reform vaccine transparency after Philly Fighting COVID scandal

The bill requires the city to notify Council after finalizing contracts for groups to hold clinics using vaccines provided by the city, and to regularly publish details about vaccine providers.

## Remedies

- PFC should never have been able to run sites.
- Philly put all of its eggs in one basket.
- New approval process.
- Community involvement.
- Leaders must issue a public apology and begin working with the public to gain trust.
- Create a culture where employees and volunteers are encouraged and supported to report any ethical wrongdoings.
- Officials must visit sites and ensure they are being operated correctly.

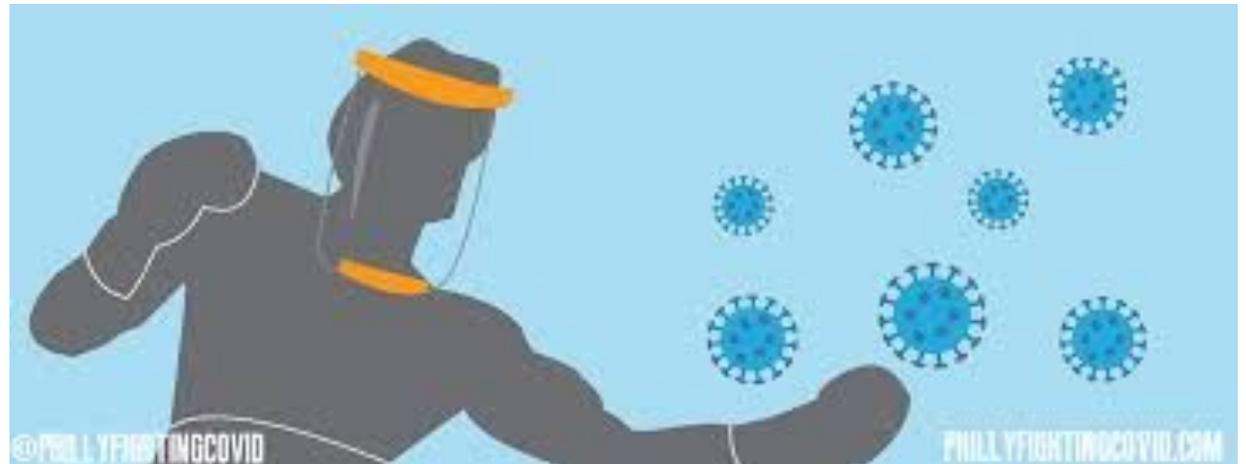


However, as we have discussed, I am disappointed by what has transpired with the organization Philly Fighting COVID (PFC). I know you share my concerns on how these events can cast a shadow on what is the most important project facing our city -- vaccination.-Mayor Kenney

# Reflection questions



1. Whose responsibility, in your opinion, was it to oversee the distribution of the vaccines?
2. How can the city ensure this never happens again without negatively affecting the nonprofit sector?
3. Do you believe the race of the population being served had anything to do with PFC's disregard? Did race have anything to do with the city of Philadelphia allowing inexperienced business school students to undertake such a huge operation? Why or why not?
4. If you were in Andrei Duroshin's shoes, would you have taken the vaccines and given them to your family and friends or let them expire?
5. Should nonprofits move towards more business like approaches in funding and structure?



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