

Job Description

Lynn Community Health Center Chief Executive Officer

Lynn Community Health Center (LCHC), a vital healthcare resource to the residents of Lynn and a recognized leader and innovator among community health centers (CHCs) nationwide, is seeking a new Chief Executive Officer. Lori Berry, LCHC's CEO for the past 20 years, is retiring. The Board of Directors is looking for an accomplished, forward-thinking leader with exceptional relationship-building and management skills, and knowledge of health care finance, operations and quality improvement. S/he should be strategic, politically astute and able to lead the Center as they head into unpredictable times for health care.

This is an exciting opportunity for a seasoned executive and health care advocate to lead a well-established agency with a deeply ingrained mission of providing comprehensive, affordable, patient-centered, quality health care to the Lynn community. The next CEO will be a leader who appreciates the LCHC's unique culture and past successes and demonstrates a profound commitment to its mission and the patients it serves. S/he will have proven success building cohesive teams and leading a fast-paced, multi-faceted organization with complex administrative, financial, operational and service demands. Through the use of technology, emphasis on best business practices and a focus on outcomes, the next CEO will be responsible for delivering health care of exceptional quality, providing top-notch patient service and ensuring LCHC's long-term sustainability.

This is a high-visibility position. With a budget of \$78M, LCHC serves over 40% of Lynn's population and employs close to 700 people. It is the third largest health center in Massachusetts and one of Lynn's primary institutions and economic drivers. The new CEO will play a role in shaping local, state and federal policy regarding community health centers. The position will require a strategic and skilled navigator with a sophisticated understanding of the drivers, trends and outside forces – both threats and opportunities – that impact the health care world and the provision of health care.

Organizational Overview

Lynn Community Health Center was established as a small storefront mental health clinic in 1971 in response to a scarcity of mental health services in the Lynn community. Three years later, it moved to a larger facility and in addition to its mental health services, began providing medical care. Since then, it has evolved and grown to meet the community's changing needs. Today it is a Federally Qualified Health Center (FQHC) with more than 550 staff and 130 clinicians who provide primary medical care, dental care, behavioral health, eye care, pharmacy services, and social services to more than 40,000 patients at 20 locations in the City of Lynn.

Lynn is a vibrant city with a racially, culturally and socioeconomically diverse population. The Center’s patients and staff reflect this diversity. The patient population speaks over 36 languages and includes many immigrants and refugees.

Since 1993 LCHC has experienced dramatic growth:

- The number of total health center patient visits grew from 62,000 to 300,000 annually
- In recent years, LCHC has consistently seen over 400 new patients every month
- With the completion of the new Stephen D. Hayes Building in 2012, LCHC doubled its existing space

LCHC prides itself on being on the forefront of developing new initiatives in response to challenges facing the community it serves. Examples include:

- **Fully integrated primary and behavioral health services:** With over 60 behavioral health practitioners, many of whom are bilingual and are embedded as members of primary care provider teams, LCHC serves as a national model for the integration of behavioral health and physical health care, reducing the stigma associated with seeking mental health services and providing warm hand offs between primary care and behavioral health.
- **School-based health centers:** LCHC has partnered with the public schools to improve the health status of students by increasing access to health care through school-based health centers. These centers now exist in 13 of Lynn’s schools.
- **Introduction of Electronic Medical Records:** LCHC was among the first community health centers to implement an Electronic Medical Record system, in 2005.
- **TB grant:** DPH was recently awarded a \$1.5 million dollar grant from the federal government and chose to use the funds to partner with LCHC to aggressively fight latent TB, through the identification and treatment of carriers before they become sick.
- **Lean implementation:** LCHC has formally adopted Lean to address system and process challenges and to improve patient flow and care.
- **Community Care Cooperative (C3):** LCHC has entered into an agreement with C3, a newly formed, not-for-profit ACO organized to take responsibility for managing the cost and quality of care provide by community health centers.

LCHC is financially strong. It has a budget of \$78M of which 40% comes from foundations, state and federal grants; 60% from patient services; and less than 1% from fundraising. The current payer mix is approximately:

MassHealth	61%
Commercial	16%
Uninsured	14%
Medicare	9%

More information can be found about LCHC on the health center’s website: www.lchcnet.org

Challenges and Opportunities

As LCHC enters this next phase, some things remain constant. Its mission and commitment to serving a vulnerable, multicultural, diverse population is and will continue to be at the heart of LCHC. It is a vibrant organization with a rich history, recognized for its wide range of services, the quality of care it provides, its broad cultural competencies, and its dedicated staff. It is an invaluable community resource and an asset and economic driver for the City of Lynn.

Like all healthcare organizations, LCHC is operating in an environment of unpredictability and fast-moving change, and faces both internal and external challenges and opportunities. Rapid and explosive growth has highlighted shortcomings in some of its day-to-day processes and systems. LCHC has embraced Lean in order to address some of these challenges, but recognizes that there is continual work to be done to improve patient flow and access, both within the health center and to referrals, and to enhance key metrics and outcome reporting.

The successful implementation of the C3 ACO pilot will be an important area of focus for the next CEO. In order to remain competitive and sound, LCHC must ensure that it has the technology and systems infrastructure, financial model, staffing and services to continue to be responsive to the needs of its patients. The new CEO will monitor and analyze emerging trends and needs and, with the Board of Directors and senior staff, remain highly adaptive, nimble and responsive.

Trends that may be most relevant to LCHC moving forward include:

- Changing demographics and needs within the Lynn community
- Health care reform in general, including ACOs and evolving Medicaid, Medicare and private payment structures
- Political and economic forces
- Scarcity of primary care providers

Transition: The transition of a strong, long-term CEO presents significant challenges. As the search process begins, the Board is looking for someone who is comfortable partnering with a Community Board and is able to work with that Board to ensure a smooth transition. The new CEO will need to quickly establish trusting, collaborative relationships with both the Board and staff, and demonstrate his/her suitability to stakeholders at all levels. At the same time, the transition provides an opportunity for LCHC to assess its programs, structure, allocation of resources, and path forward. The goal is to continue to provide high quality health care services to the LCHC community, and to run a financially sound and viable organization.

The Chief Executive Officer Role: Scope and Responsibilities

Reporting to a Community Board of Directors, the CEO will provide leadership in setting strategic direction and shaping policy, and will be accountable for LCHC's overall management and performance. S/he will build organizational capacity and capabilities, foster organizational growth as appropriate, and ensure quality services and financial sustainability for the present and the future. The new CEO will be collaborative, communicate openly, and cultivate trusting relationships with a myriad of key stakeholder groups especially in and around Lynn, including private and public organizations, public officials at all levels of government, the academic,

business, and medical communities, and the community the health center serves. It is envisioned that LCHC will continue to be recognized as a model of excellence for its services, programs and local partnerships.

Given the unsettled times, it will be incumbent upon the new CEO to serve as an active participant, advocate and thought leader in local, regional and national conversations about the challenges and opportunities health reform represents for community health centers, and its implications for LCHC and the people of Massachusetts.

Lead the organization in developing a vision for the future and translate that vision into action

- Work with the Board and staff to develop a strategic plan, create short- and long-term goals, and ensure the agency's priorities are achieved
- Balance the health center's passion for the mission with its need to effectively operate as a business with a comfortable margin
- Cultivate a personal connection with LCHC staff and inspire them in their daily work, setting the tone for LCHC's culture, which should also include welcoming patients as valued members of their own care team

Continuously improve and strengthen LCHC's organizational capacities and capabilities – its systems, human resources and business processes – as it continues to deliver quality care to a diverse and growing patient population

- Build respectful and trusting relationships with the Board and with clinical, operational and frontline staff, and oversee operations in a way that realizes the mission, ensures excellence, and encourages innovation
- Cultivate and empower a high-performing senior leadership team that works well together
- Evaluate organizational structure and roles, as necessary, to determine if they best serve the longer-term needs of the organization
- Improve the consistency, efficiency and effectiveness of business practices and systems
- Be prepared to adapt; encourage openness, flexibility and creativity in meeting programmatic and regulatory changes
- Utilize data to monitor, evaluate and continuously improve operations and outcomes
- Work with the senior leadership to develop strategies to retain and recruit a diverse team of talented, culturally-competent clinical, professional and administrative staff
- Promote a culture of openness and fairness that supports staff and encourages a learning environment and excellence
- Invest in the professional and personal development of all staff, to give them the tools, skills and confidence to grow in their jobs and create a stronger workforce for LCHC, and for CHCs in general
- Maintain strong and trusting relationships with the union that represents many of LCHC's staff
- Develop strategies to support, retain and show appreciation for the clinical and administrative staff, who are integral to the success of the organization
- Support and nurture LCHC's team approach to clinical care, which stresses the value of the patients' role in their own care, to improve outcomes
- Support and improve internal communications and team performance

- Ensure high professional standards among all staff, throughout the organization

Working in concert with the Board and senior leadership team, ensure the administrative and financial integrity of the organization

- Establish long-term financial sustainability by building on existing revenue models and strategically assessing and developing new models and revenue streams
- Ensure compliance with all Federal and State legal and regulatory requirements by building the proper controls, and providing timely, accurate and complete reporting of financial, administrative and operational information to Federal and state authorities
- Ensure patient and staff safety through the review and revision of policies and procedures and regulatory compliance
- Develop agreed upon metrics to monitor and measure the financial health of the organization
- Focus on, develop and ensure the success of the new ACO arrangement

Serve as LCHC's ambassador

- Cultivate existing and new relationships, partnerships and collaborations committed to improving the health and wellness of LCHC's patients, including the most vulnerable
- Represent LCHC and the CHC movement at the local, regional and national levels
- Participate, advocate and lead - as appropriate - in discussions around health care reform, the challenges and opportunities surrounding its implementation, and the implications for LCHC and its patients
- Enhance LCHC's brand to advance visibility and recognition for LCHC throughout the communities it serves
- Serve as a thought leader in shaping local, state and federal policy regarding community health centers and health equity
- Work actively to forge a diverse range of trusting collaborations and partnerships with key stakeholder groups that are vital to the performance and operations of LCHC, including local health care providers and hospitals
- Serve as an articulate, persuasive voice and negotiate effectively in the best interests of LCHC's patients
- Speak eloquently, persuasively and credibly about LCHC and its vision of health equity and providing comprehensive health care to all

Work effectively and in partnership with the Board of Directors to strengthen LCHC's position for the future

- Enable the Board to make informed decisions that best advance the organization and its mission by keeping them informed about internal and operating performance as well as the external and environmental factors that impact the health center's opportunities and overall performance
- Maintain and further strengthen the consumer-oriented Board that represents the diversity of the community LCHC serves and work with them to explore issues around Board composition, development and governance
- Leverage Board members' talents and encourage their engagement

Initial Priorities and Expectations

In the first 12–18 months, the CEO will be expected to:

Create a smooth transition

- Listen and learn: develop an understanding of Lynn and of LCHC and its work culture
- Maintain high performance standards, service quality, and financial and regulatory integrity

Establish credibility as LCHC's leader

- Build and cultivate internal and external relationships and gain the confidence of Board, staff, clinicians and key external partners and stakeholders
- Assess and address the organizational structure and enhance the effectiveness of the leadership team
- Evaluate and address issues related to staff retention, succession and recruitment
- Assess organizational capacity and process improvement initiatives to date and begin to address infrastructure and process needs
- Focus on establishing long-term financial sustainability while maintaining short-term financial stability
- Be transparent – communicate well and frequently to all stakeholder groups through the transition and beyond
- Effectively manage the new ACO relationship
- Develop an external and internal strategy to retain LCHC's leadership position and voice in the national and local health care conversation, and ensure that it has the agility to adapt to changing requirements and competition

Qualifications: A Leader by Virtue of His/Her Accomplishments

Experience

- An accomplished health care executive who is knowledgeable about health care finance, public health and community-based services
- Credible leader with vision, presence and a passion for LCHC's mission
- Demonstrated ability to manage a multi-faceted organization like LCHC with complex operational, regulatory and financial demands, including a variety of funding mechanisms
- Effective manager with a demonstrated ability to inspire, delegate, and build high-performing, collaborative teams
- Track record of successfully leading and navigating change and growth
- Sophisticated understanding of the strategic drivers, trends and outside forces that affect Community Health Centers – both threats and opportunities
- Adept at navigating the political, economic and health care landscape
- Able to negotiate solutions in the best interest of patients
- Experience working with individuals and groups from diverse racial, cultural, linguistic and socioeconomic backgrounds
- Track record of developing and cultivating strong, effective collaborations and partnerships with external organizations

- Demonstrated success in development/fundraising and revenue generation-diversification
- Experience serving on or working for a board of directors; experience with not-for-profit boards a plus
- A proven leader with demonstrated success at leading large organizations
- Proven ability to understand and ensure compliance with complex regulatory requirements

Skills

- Strategic and creative thinker who is committed to excellence
- Able to bring people along and transform ideas into action
- Effective communicator with the ability to expand the agency's visibility, influence and impact
- Passionate, compelling and persuasive
- Comfortable and effective with a wide range of audiences, both locally and nationally
- Gifted listener with strong interpersonal skills who is open to new ideas and ways of doing things
- Successful at developing and nurturing partnerships and working collaboratively with other individuals and organizations, including government, not-for-profit, medical, public health, community and business
- An advocate who is able to find common ground and balance the needs and agendas of competing stakeholders, as well as Board and staff
- Keen financial and business acumen and political savvy
- Skilled at recognizing and creating opportunities and leveraging resources
- Respectful of the past with the ability to make positive sustainable change
- Strong negotiator who can find common ground and embrace a win-win philosophy

Personal Attributes

- Passionate about the mission and the communities served
- Demonstrated commitment to diversity, social justice and health equity
- Energetic, positive, and committed to excellence
- Recognized for integrity; thoughtful, honest and fair
- Personable, approachable, compassionate, and empathetic
- Flexible and open to new ways of doing things
- Courageous: willing and able to stand up for what is right and to make hard decisions

E. Catlin Donnelly & Associates is conducting the search. Please do not apply directly to LCHC.

To nominate a candidate, or to apply, forward resume and cover letter in confidence to:

E. Catlin Donnelly & Associates at lchc@ecdonnelly.com

Lynn Community Health Center is an Equal Opportunity Employer.