

## **Job Description**

### **Edward M. Kennedy Community Health Center Chief Executive Officer**

The Edward M. Kennedy Community Health Center (Kennedy CHC), an innovative community health center dedicated to helping people live healthier lives, is seeking a new CEO. Toni McGuire, who has served as CEO for the past 11 years, is retiring, leaving the Center well positioned for the future. The Board of Directors is looking for an accomplished, forward-thinking, politically astute leader with exceptional relationship-building and management skills and a deep knowledge of health care, finance, operations and quality improvement to lead a well-established agency into the next decade and beyond.

This is an exciting opportunity for a seasoned, motivational leader who has a profound commitment to the Center's mission, experience working as a leader in health care and in multicultural environments, and a sophisticated understanding of the strategic drivers, trends and outside forces – both threats and opportunities – that impact the health care world and the provision of health services. In order to ensure Kennedy CHC's long-term sustainability and high quality of service, the new CEO will be a skilled navigator who can balance managing internally to advance operational systems, ensure ACO success, and improve workforce recruitment and retention, while also working externally as a strong advocate for our community health center on the local, state and national levels.

This is a high visibility position. We face a time of extraordinary and unpredictable change in health care and in the policies impacting community health center (CHC) patients. As a result, the CEO will be looked to by staff at all levels to develop the Kennedy CHC's vision and steer the agency into the future, and by outside stakeholders to play a role in shaping community health center and related policy.

### **Organizational Overview**

Kennedy CHC, a Federally Qualified Health Center (FQHC), has been helping people live healthier lives since 1972, when it began in Worcester public housing as the Great Brook Valley Health Center. Since then it has experienced dramatic growth. Today Kennedy CHC has three medical facilities, three dental sites, two optometry practices and six school-based clinics serving over 28,000 residents of Worcester, Framingham, Clinton, Milford, and the surrounding communities of MetroWest and Central Massachusetts.

Kennedy CHC has 350 staff who provide care and service through a comprehensive approach to the delivery of quality primary and urgent care, medical specialties, nutrition counseling, dental, optometry, pharmacy, behavioral health, social services and health education.

The communities served by Kennedy CHC are racially, culturally and socioeconomically diverse. Kennedy CHC's patients and staff reflect that diversity. The patient population speaks over 90 languages and includes many immigrants and refugees. The staff represent 34 ethnic groups and speak 31 languages. 73% of the staff speak at least two languages and of those, 27% speak three or more languages.

Today primary care providers are being asked to take more responsibility for cost and quality, and as a result the Community Care Cooperative Accountable Care Organization (C3 ACO) was born. As a member of C3, Kennedy CHC works in partnership with 16 other community care organizations to provide more opportunities for individuals to receive coordinated, holistic, and culturally appropriate care in the communities where they live and work.

Kennedy CHC is financially strong. It has a budget of \$34M. 68% of its revenue comes through patient services with a payer mix of approximately the following:

Medicaid	45%
Uninsured	33%
Private Insurance	13%
Medicare	9%

Additional funding is generated through foundations (9.5%), state grants (6% including ACO DSRIP), federal grants (16%), and direct fundraising activities (1%).

### Kennedy CHC Sites

Over the past decade, Kennedy CHC's geographic and services growth has always followed community demand for access to health care. The Center plans to continue to be open to strategic opportunities to address gaps in health services throughout the region.

**Worcester:** Kennedy CHC was founded in Worcester and the city continues to be the home of Kennedy CHC's administrative offices, its largest care site, an optometry clinic and five school-based health centers. With a population of just over 182,000, Worcester is the second largest city in Massachusetts and New England and is a city celebrating a renaissance. Local officials are accessible and the business, non-profit, and government sectors work well together and are focused on making Worcester an economic force in the region. In earlier years Worcester was a manufacturing center and is now home to 9 colleges and universities, UMass Memorial Medical School, UMass Memorial Hospital, and a highly diverse and entrepreneurial workforce, particularly in immigrant and refugee communities.

**Framingham:** In response to a concerted community effort to address the lack of access to primary medical care for low income and uninsured individuals and families in MetroWest, Kennedy CHC opened a primary care medical site in a storefront in 2004. In 2012, Kennedy CHC's medical services moved to a brand new building at 354 Waverly Street in Framingham. In addition to medical services, this site houses an optometry clinic, and this year Kennedy CHC's Framingham

dental clinic relocated to a newly renovated space in the Waverly Street building as well. Framingham recently transitioned from a town to a city, is home to 72,000 residents and serves as the headquarters for the MetroWest Health Foundation and companies small and large including Staples, Bose, and TJX.

**Milford:** This Center was established to address the lack of primary care for low income and uninsured individuals and resulted in the opening of a 5,000 square foot site in Milford in 2014 with community support. Milford serves over 7000 patients.

**Clinton:** Kennedy CHC operates a small dental clinic in Clinton.

More information about Kennedy CHC can be found on the Health Center's website:

[www.kennedychc.org](http://www.kennedychc.org)

### **Challenges and Opportunities**

As Kennedy CHC enters this next phase, some things remain constant. Its mission and commitment to serving an underserved and diverse population regardless of their ability to pay is and will continue to be at the heart of Kennedy CHC. It is an invaluable community resource and 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.

Like all healthcare organizations, Kennedy CHC is operating in an environment of unpredictability and fast-moving change and faces both internal and external challenges and opportunities. In order to remain competitive and financially sound, Kennedy CHC must ensure that it has the technology and systems infrastructure, financial model, workforce and services to continue to be responsive to the needs of its patients. The new CEO will need to monitor and analyze emerging trends and needs and, with the Board of Directors and senior staff, ensure Kennedy CHC remains highly adaptive, nimble and responsive.

**People:** Providing quality health care is dependent on having high quality staff and clinicians. In addition to there being a scarcity of primary care physicians, since 2010, the unemployment rate in Central Massachusetts has declined from 8.8% to 3.6%, a historic low. Acting on its limited resources, Kennedy CHC offers its staff compensation rates below those of large hospitals and private health care institutions in the region. Pay rates coupled with high employment has made recruiting and retaining staff difficult. The new CEO will need to work with the senior team to develop strategies that enable the Center to raise pay levels while also generating more revenue in order to meet higher payroll demands. This will take creativity, out-of-the-box thinking and an open mind.

**Accountable Care Organization:** The successful implementation of the Community Care Cooperative (C3) ACO pilot will be another important area of focus for the next CEO. 2019 will be the second year of a five-year implementation period funded through the federal Delivery System Reform and Incentive Payment (DSRIP) program. As Kennedy CHC continues to develop the systems that support the ACO, it will also need to take into consideration that only a portion of

Kennedy CHC's patients are in the ACO and have access to ACO resources. Thus, the CEO and senior team will need to develop strategies that ensure non-ACO patients also receive equitable quality care.

**Transition:** The transition of a strong, long-term CEO is a critical milestone for an organization. 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 leadership transition and continue Kennedy CHC's growth and provision of quality health care while also maintaining financial sustainability in the short and long-term. The new CEO will need to quickly establish trusting, collaborative relationships with both the Board and staff, and demonstrate their suitability to stakeholders at all levels. At the same time, the transition provides an opportunity for Kennedy CHC to assess its programs, structure, allocation of resources, and path forward.

With the complexity of the health care system and its ongoing changes, it is critical that the new CEO both sees the big picture and brings a nuanced appreciation of the many moving parts involved. The ability to respond effectively will be particularly important given Kennedy CHC's bold vision for 2020 – to become the BEST community health center based on measures of:

- Best in class clinical care
- Operational excellence
- Employer of choice
- Strengthening our networks
- Innovative technology
- Strong financial performance

### [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 Kennedy CHC's overall management and performance. They 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 myriad key stakeholder groups internally – including providers and staff – and externally, especially in and around the communities it serves, including private and public organizations, public officials at all levels of government, the academic, business, and medical communities, and the communities the Health Center serves. It is essential that Kennedy CHC continue to be recognized as a model of excellence for its services, programs and local partnerships.

The CEO will lead a team of committed and dedicated individuals. Reporting directly to the CEO is the Chief Operating Officer, Chief Medical Officer, CFO/VP of Finance, VP of Advancement, VP of Nursing and Clinical Support Services, VP of Human Resources and a Chief of Staff.

Given the unsettled times and the leadership role Kennedy CHC has played in the community health center movement, 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 CHCs, and its implications for Kennedy CHC 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 review, update and implement the 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 Kennedy CHC staff and inspire them in their daily work, setting the tone for Kennedy CHC's culture

***Continuously improve and strengthen Kennedy CHC'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 sound human resources practices, including compliance with ever-changing labor laws applicable to an organization with a staff of 350+
- 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 Kennedy CHC
- 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 Kennedy CHC's team approach to improve outcomes and 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, including development

- Ensure compliance with all Federal and State legal and regulatory requirements, including detailed Joint Committee and HRSA regulations, 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 and clinical and operational performance of the organization
- Personally invest in working with staff on the myriad of changes required, both administratively and clinically, to ensure the Center's successful transition from a fee-for-service environment to a quality-based global payment system

***Serve as Kennedy CHC's ambassador***

- Cultivate existing and new relationships, partnerships and collaborations committed to improving the health and wellness of Kennedy CHC's patients, including the most vulnerable
- Represent Kennedy CHC 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 Kennedy CHC and its patients
  - Enhance Kennedy CHC's brand and advance increased visibility and recognition for the Center throughout the communities it serves
  - Serve as a thought leader in shaping local, state and federal policy regarding CHCs and health equity
  - Advocate effectively for support of health centers and the populations they serve with elected and appointed officials
- 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 Kennedy CHC, including local health care providers and hospitals
- Serve as an articulate, persuasive voice and negotiate effectively in the best interests of Kennedy CHC's patients
- Speak eloquently, persuasively and credibly about Kennedy CHC and its vision of health equity and providing comprehensive health care to all

***Work effectively and in partnership with the Board of Directors supporting good governance practices and enabling them to make informed decisions that best advance the organization and its mission***

- Communicate frequently and clearly with the Board about internal and operating performance, including external and environmental factors that impact Kennedy CHC's opportunities and overall performance
- Maintain and further strengthen the consumer-oriented Board (51% by FQHC statute) that represents the diversity of the community Kennedy CHC 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: be visible throughout the organization and develop an understanding of the Health Center and the communities it serves
- Maintain high performance standards, service quality, financial stability and regulatory integrity
- Cultivate internal and external relationships: gain the confidence of Board, staff, clinicians and key external partners and stakeholders
- Prepare for a successful HRSA and Joint Commission evaluation in the fall of 2019
- Effectively manage the new C3 ACO relationship

### ***Establish credibility as Kennedy CHC's leader***

- Assess organizational capacity and capabilities and develop a plan for moving forward; areas of focus include:
  - Organizational structure
  - Leadership team effectiveness
  - Staff retention, recruitment and wages
  - Infrastructure, technology and systems
  - Long-term financial viability and sustainability
- Be transparent: communicate well and often both internally and externally
- Develop an external and internal strategy to retain the Center's leadership position and voice in the national and local health care conversation
- Ensure that Kennedy CHC has the agility to adapt to changing requirements and competition

## Qualifications

### **Experience**

- A leader by virtue of their accomplishments
- An accomplished health care executive who is knowledgeable about health care finance, public health and community-based services
- Respected and credible leader with vision, presence and a passion for Kennedy CHC's mission
- Demonstrated ability to manage a multi-faceted organization like Kennedy CHC with complex operational, regulatory and financial demands, including a variety of funding mechanisms
- Effective manager with demonstrated ability to inspire, delegate, and build high-performing, inclusive and collaborative teams
- Track record of successfully leading and navigating change and growth
- Sophisticated understanding of the strategic drivers, trends and outside forces that affect CHCs – 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
- A relationship builder with a strong track record of developing and cultivating strong, effective collaborations and partnerships
- 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
- Proven ability to understand and ensure compliance with complex regulatory requirements

### **Skills**

- Strategic and creative thinker who is committed to excellence
- Able to transform ideas into action and motivate staff to embrace new approaches
- 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
- Able to move in a diversity of cultures and successfully develop and nurture partnerships and work 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, including Board and staff
- Keen financial and business acumen and political savvy
- Able to “see around corners” – identifying new realities and acting strategically
- Skilled at recognizing and creating opportunities and leveraging resources
- Respectful of the past with the ability to make positive sustainable change
- Committed to following HR best practices and knowledgeable about labor laws and workforce regulation
- Strong negotiator who can find common ground and embrace a win-win philosophy
- Able to move in a variety of environments including clinical, non-profit, government and business

### **Personal Attributes**

- Passionate about the mission and the communities served and sensitive to communities' concerns
- 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
- Outcome/impact-oriented
- 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 Kennedy CHC.

**To nominate a candidate, or to apply**, forward resume and cover letter in confidence to:  
E. Catlin Donnelly & Associates at [kennedychc@ecdonnaelly.com](mailto:kennedychc@ecdonnaelly.com)

Edward M. Kennedy Community Health Center values diversity  
and is an Equal Opportunity Employer.