



## **Chief of Integrated Operations**

**Dimock Community Health Center  
Roxbury, Massachusetts**

**Position Specification**

**February, 2017**

## **Summary**

Dimock Community Health Center (Dimock) is recruiting a Chief of Integrated Operations in a newly developed position. This leader will be a key driver of the health center's strategic plans and will be able to help design, develop and implement operational infrastructure to support current functions and anticipated growth.

## **Opportunity**

This is an opportunity for an established leader to join one of the most prestigious community health centers in the State, working collaboratively with a high performing team of mission driven professionals. This person will have the support to assess the current operations, design and implement change and have a significant and critical leadership role in healthcare reform. This is a legacy creating position for a creative, motivated and mission driven individual.

## **Organization**

### **History**

The Dimock Center was founded on July 1, 1862 by Dr. Marie Zakrzewska as the New England Hospital for Women and Children. (It opened as a hospital of ten beds in a small wooden building on Pleasant Street) Dimock was the first hospital in New England opened and operated by women for women, and only the second in the country. Please visit [www.dimockcenter.org](http://www.dimockcenter.org).

Noted prominently for its role in the history of women in medicine, Dimock became a leader in American healthcare. It was the only hospital in New England that combined medical, surgical, obstetrical, and pediatric services in a single institution. The Dimock Center was the first hospital in the country to establish a school for nurses and graduated America's first trained nurse and the country's first black nurse in 1879.

The original choice of the Roxbury campus site was motivated by the comparatively low cost of land, the clear air and quiet of a country location. Situated on a nine-acre site that includes nine buildings constructed over a fifty-eight-year period (from 1872 to 1930), The Dimock Center campus was placed on the National Register of Historic Places in 1985, designated as a National Landmark in 1991, and selected as a Boston Historical Landmark in 1995.

In 1969, in response to community needs, The New England Hospital became "Dimock Community Health Center," a nonprofit, minority-directed, community-based organization that provides an integrated continuum of health and human services to some of Boston's neediest neighborhoods.

### **Today**

The Dimock Center has grown to incorporate new, renovated and restored buildings on its campus, an expansion that enabled Dimock to continue to innovate, building on its nationally recognized services for families and children, and increase the number of individuals accessing those services. As the largest community-based agency in Roxbury, Dimock serves thousands upon thousands of children, adults and families each year.

Recognized nationally as a model for the delivery of comprehensive health and human services in an urban community, The Dimock Center provides the residents of Boston with convenient access to high quality, low cost health care and human services that might not otherwise be available to the communities they

serve. In 2015, Dimock handled over 80,000 visits annually with over 17,000 unique patients and clients representing a wide range of socioeconomic and ethnic backgrounds.

The Dimock Center's health care programs deliver comprehensive health maintenance, screening, immunizations, and prevention for adults and children with specialized clinics, including fully integrated primary care and behavioral health, OB/GYN, HIV/AIDs, eye care, and dental care. The Child and Family Services programs offer quality care, education, support and training to individuals and families from infancy to adulthood. Additionally, Dimock's behavioral health includes a full continuum of mental health and substance use disorder programs including inpatient detoxification, residential programs, outpatient support and a shelter for homeless families.

## **Vision, Mission and Values**

### **Vision**

To redefine the model of a healthy community by creating equitable access to comprehensive health care and education.

### **Mission**

To heal and uplift individuals, families and our community.

### **Values**

- The commitment to treat every client, patient, family and employee with dignity and respect.
- To embrace and promote the diversity of our staff and communities.
- The dedication to employ innovation and efficiency in meeting the comprehensive needs of individuals, families and the community.
- To strive to earn and affirm a position of leadership in the communities in which we serve and in the nation.
- To insist on excellence, integrity, transparency and accountability in all we do.

### **Position**

The Chief of Integrated Operations is a valued and critical leader of Dimock, working collaboratively with the President and the senior team to shape the strategic agenda for operational integration and innovation and to drive the organizational mission and goals. This person will be involved in the highest level strategic conversations and decisions while leading and implementing frontline operations. S/he will work closely with the President and CEO to strategically enhance operations across the three program areas of the organization, identifying key areas of integration, while improving productivity and efficiency. The Chief of Integrated Operations will assume responsibility for the performance for all clinic operations, operational efficiency, productivity, care quality, patient volumes and patient satisfaction across the Health Services, Behavioral Health and Child and Family programs. Toward that end, s/he will develop and execute an operations performance management and improvement standard across the programs and drive continued strong performance against quality and financial indicators. The Chief will be a hands-on leader as is the senior leadership team at Dimock and collaborate with content experts and program leaders to achieve organizational goals.

### **Key Responsibilities:**

- Set and maintain overall standards for quality across all three programs: Health Services, Behavioral Health and Child and Family.
- Will develop and implement standard, integrated operational policy and procedures for his/her area of responsibility which includes the three programs, registration, referrals and billing.
- Participate in and support strategic efforts related to business development.
- As needed, assist the CEO in representing Dimock to community providers and health systems to maximize alignment with community interests.
- Lead efforts to enhance patient and staff satisfaction, based on survey results.
- Facilitate and lead staff and senior leadership in identifying and implementing resource management opportunities and outcomes management programs, including operational improvement, training and education.
- Participate in strategy development and assists with setting long term business goals and objectives.

### **The Candidate**

The right candidate will have at least five years of experience as an operations leader and a working understanding of the design and operation of modern quality and safety systems in ambulatory settings. They should have a deep understanding of the current context of health care reform and operating in accountable care environments. They should also have experience in effective operational budget management. They must have a proven background in providing operational leadership and producing business results across a complex, multi-site system environment. In addition, this person will have:

- Strong communication skills and excellent interpersonal skills.
- Well-developed critical thinking and problem solving skills.
- The ability to motivate providers and staff at all levels of experience to adopt evidence based practices and to participate in performance improvement activities.
- Commitment to an environment of respect and high accountability.
- Experience and skills as an effective teacher and mentor.
- A commitment to innovation and excellence in multi-specialty practice.
- Effective skills in developing and implementing a vision for program growth, operational excellence and engagement of staff and patients.
- A reputation as a thoughtful problem solver who understands the perspectives of varied constituencies and can identify and build a team approach to advance commonly held values.
- Excellent written, oral and presentation skills enabling him/her to be an effective communicator and persuader in dialogue with providers, staff and community as well as business leaders.

### **Critical Success Factors**

- Within three to six months execute a seamless transition of responsibilities from the Executive Vice President of Finance and Administration.
- Evaluate, assess and develop a strategic plan for operational improvements for the Health Services, Behavioral Health and Child and Family programs while maintaining current operations.

- Build positive relationships throughout the organization, gaining credibility by adding value through new ideas and initiatives.
- Initiate and sustain a culture of service and quality across the enterprise.

### **Compensation**

The Chief of Integrated Operations will receive a compensation package that is competitive and commensurate with the individual's qualifications and ability to contribute. Most significant is the opportunity to join a world-renowned organization in a critical role.

### **For More Information**

We welcome all referrals. Interested parties please send a resume and cover letter to [DimockCIOperations2198@ZurickDavis.com](mailto:DimockCIOperations2198@ZurickDavis.com). For additional questions, please contact **Fernando Limbo** or **Myranne Janoff** at **781.938.1975**. All contact with **ZurickDavis** will remain confidential.