



**Chief Executive Officer  
Community Health Center Association of Connecticut  
Cheshire, CT**

**Position Specification**

**May 2017**

## The Opportunity

The Community Health Center Association of Connecticut (CHCACT) seeks a Chief Executive Officer (CEO) to lead this innovative, diverse association of 16-member health centers through a period of challenge, transition, and growth. This role provides the right leader with an unparalleled opportunity to be the voice for the state's largest association of safety net providers and the medically underserved residents who call Connecticut's health centers their health home. The new CEO will have access to Connecticut and federal leaders across legislative, regulatory, health, and behavioral health sectors and will be relied upon to provide creative and visionary leadership to ensure continued access to the vital services CHCACT's members provide for the state's most vulnerable residents. CHCACT is located in Cheshire, CT which is close to the city of New Haven, CT.

## CHCACT and its Environment

Incorporated in 1989, CHCACT is a primary care association with a long history of innovation and service to the state's most vulnerable residents. The association's membership includes sixteen Federally Qualified Health Center (FQHC) Members, whose annual revenues range from approximately \$8 million to over \$58 million. In 2015, FQHCs in the state were privileged to serve 350,000 individuals, 94 percent of whom had incomes of 200 percent below the federal poverty level. CHCACT works closely with policymakers, elected officials, and residents to ensure the delivery of high quality health services and social programs available through Connecticut's community health centers.

The Association also provides training and other resources to each FQHC, such as preparing for natural and other emergencies, sharing best practices and up-to-date information on state and federal policy changes.

Most of CHCACT's 16-member Community Health Centers (CHC) operate multiple locations, ensuring that health care services are available in both urban and rural areas throughout the state. CHCACT offers three areas of services to health centers: advocacy, program administration, and technical assistance.

- **Advocacy** – On behalf of its member health centers, CHCACT advocates for issues concerning the vitality of community health centers and their ability to serve underserved populations. These issues include providing health care to the uninsured, homeless, and other vulnerable populations who do not have a medical home. CHCACT staff give testimony at legislative public hearings and are participating with state appointed task forces to contribute to Connecticut's future health policy plans.
- **Program Administration** – CHCACT is the recipient and administrator of state and federal grants that fund health programs and services at the health centers. These services include case management for children and families infected or affected with HIV/AIDS and patient eligibility assistance for state and federal programs.
- **Technical Assistance** – CHCACT staff conduct needs assessments and offer technical assistance for all facets of community health center staff operations, both clinical and administrative. CHCACT provides clinical programming and CDE accredited provider training, Board of Directors development, Community Development, and Emergency Preparedness training.

## The Position

Reporting to the Board of Directors, the CEO is accountable to the Board for: stewarding CHCACT's mission, vision, and values; collaborating with the Board of Directors on strategy and policy development; and reporting to the Board on strategy execution and performance on all programmatic, financial and operational measures. Responsibilities include:

- Providing strategic and operational leadership and direction for CHCACT.
- Fostering a workplace that results in the development, growth, and retention of a high performing senior leadership team.
- Directly and through CHCACT's senior leadership team, managing the activities of the staff of the organization.
- Ensuring that CHCACT is structured and its staff selected, empowered, and motivated to maximize the Association's ability to deliver its programs and services.
- Developing and directing implementation of programs that deliver technical assistance and training services to CHCACT members and other health centers.
- Developing and directing strategies for advocacy on behalf of CHCACT members and the vulnerable populations they serve with legislators, policy makers, partners, stakeholders, and the media.
- Ensuring that CHCACT's finances are properly and effectively managed.
- Identifying and developing funding opportunities that support CHCACT's mission, vision, strategies, and sustainability.
- Maintaining a transparent, effective relationship with the Board of Directors by supporting the board's activities, implementing Board-approved policies, and reporting on the condition of the Association and its achievement of strategic initiatives.
- Providing counsel to individual member CEOs and health centers as needed.
- Helping the centers provide a broad range of healthcare that's innovative and futuristic.
- Providing services outside of healthcare that contribute to the mission of the centers.

The focus of this job is on achieving results which are aligned with the larger picture of the organization and its strategic goals. Initiative, coupled with a sense of competitive drive, and the ability to stay focused on results despite changing conditions, is the key to achieving the performance objectives of this job. Because environmental and organizational conditions change rapidly, the work involves innovation and creativity in generating ideas for quick response. Decision making is focused on implementing practical, timely solutions. The job requires getting things done quickly and handling a variety of activities. Self-assurance and the confidence to purposely drive toward results while constantly problem-solving and engaging the commitment of others is essential.

A leadership style that is firm and goal oriented and yet motivates, trains, and engages others in an enthusiastic way is important. The emphasis on building rapport and relationships with individuals and groups requires an outgoing, poised, and persuasive communication style. Because the pace of the work is faster than average, the ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical. The scope of the job may require effective delegation to proven people. Especially routine and repetitive details should be delegated but with responsibility for follow up and accountability for timely results. While the job requires the ability to act independently, a sense of urgency and the confidence to handle a variety of challenges, a full commitment to the success of the business, and high standards of achievement are expected in this

position. The emphasis is on results and effective systems that achieve results through and with people, rather than on the details of implementation. The job environment is flexible, constantly changing, and provides growth opportunity, recognition, and reward for the achievement of business results.

## **The Candidate**

The right candidate for this position must have a graduate or post-graduate degree in health or health care management, law, public policy, public administration, business or nonprofit management or related disciplines. They will have a thorough knowledge of the management systems and structures necessary to lead and inspire a dynamic organization. In addition, the ideal candidate should:

- Have a sense of urgency
- Be able to multi-task
- Enjoy a fast-paced environment
- Be results focused
- Be innovative and creative, especially in solving problem
- Enjoy relationship building and engagement with others
- Not be averse to risk
- Have a collaborative management style
- Be confident in his/her ability to make decisions in response to changing conditions
- Be extroverted, confident, enthusiastic, persuasive
- Use influence to stimulate others to action
- Be politically savvy
- Be courageous
- Be a leader that can lead leaders

## **Location**

New Haven, in the state of Connecticut, is the principal municipality in Greater New Haven, which had a total population of 862,477 in 2010.<sup>[2]</sup> It is located on New Haven Harbor on the northern shore of Long Island Sound in New Haven County, Connecticut, and is part of the New York metropolitan area. It is the second-largest city in Connecticut (after Bridgeport). According to a census of 1 July 2012, by the Census Bureau, the city had a population of 130,741.

New Haven is the home of Yale University. The university is an integral part of the city's economy, being New Haven's biggest taxpayer and employer.<sup>[6]</sup> Health care (hospitals and biotechnology), professional services (legal, architectural, marketing, and engineering), financial services, and retail trade also help to form an economic base for the city.

## **Cheshire**

Cheshire is a family-oriented community with an excellent school system, exceptional public safety, and a full range of municipal services. A wonderful place to live and work, Cheshire is a residential community located in New Haven County with a population of just over 29,000 and a land area of 33 square miles. Cheshire is close to New Haven and Hartford and is easily accessible from Interstates 84, 91 and 691 and state routes 70, 68, and 10.

Incorporated as a town in May of 1780, Cheshire was predominantly a rural farming community. During the past 50 years, the Town has grown into a residential suburban community. Even with significant

industrial and commercial growth, Cheshire retains its rural characteristics with thousands of acres of open space. Historic homes blend with newer tree-lined neighborhoods. Local retailers provide a variety of goods and services, with commercial, industrial and agricultural businesses unobtrusively rounding out the composition of the community. In fact, the active agricultural industry has led to Cheshire's designation as the "Bedding Plant Capital of Connecticut."

## Compensation

Compensation package will be constructed commensurate with the selected candidate's background and accomplishments. Most significant is the opportunity to assume a key role in an innovative and prestigious organization.

## For More Information

Referral of networking sources or potential candidates is welcome. Interested parties please send cover letter and resume to [CHCACTCEO2203@ZurickDavis.com](mailto:CHCACTCEO2203@ZurickDavis.com). For additional questions please contact **Fernando Limbo** or **Myranne Janoff** at 781-938-1975. All contact with **ZurickDavis** will remain confidential.

*It is the policy of CHCACT to provide employment opportunity to all qualified persons without regard to race, color, religious creed, age, sex, marital status, national origin, sexual orientation, ancestry, present or past history of mental disorder, mental retardation, learning disability, disability or any other protected characteristic.*

*The intent of this policy is to offer and ensure all employees equal opportunity in matters of recruitment, selection, hiring, training, promotion, transfer, compensation, discipline, demotion, discharge, separation, termination, and all other terms and conditions of employment.*

*CHCACT is an affirmative action employer, in compliance with all state and federal laws which prohibit discrimination and mandate affirmative action to overcome the present effects of past discrimination. CHCACT will not knowingly do business with any contractor, subcontractor or supplier of materials who unlawfully discriminates against members of any class protected under state or federal law. CHCACT's standard contract language incorporates provisions that address affirmative action, antidiscrimination*