



Leadership Profile

Chief of Behavioral Health

Lynn Community Health Center

Lynn, MA

February 2019

Summary

Lynn Community Health Center (LCHC) is a non-profit, multicultural, community health center located in the heart of Lynn, Massachusetts. LCHC is seeking a Chief Behavioral Health Officer (CBHO) to lead a mission driven, innovative and high performing behavioral team of health care professionals.

The Organization

Lynn Community Health Center is at the center of a larger solution to the healthcare crisis that is facing the nation today. LCHC is recognized as a leader in developing new initiatives that result in high-impact, low cost health care.

LCHC is a member of Community Care Cooperative (C3), an organization formed by 13 Federally Qualified Health Centers located throughout the Commonwealth of Massachusetts. C3, is taking responsibility for managing the cost and quality of health care for MassHealth enrollees and transforming the health of underserved communities. As a member of C3, Lynn Community Health Center is uniquely positioned to be a true innovator in transforming care for a large Medicaid population. The concept of an ACO is based on a total cost of care in which well-coordinated healthcare services could improve patients' health and health care quality, while decreasing duplication of services, reducing risks of errors and complications and lowering costs. A challenge for the CBHO, in collaboration with the CMO and the CNO, is the development of programs, support and metrics to deliver on the promise of BH and PC integration is reducing costs while delivering improved quality of life. LCHC's mission is to provide comprehensive health care to everyone in the community, regardless of ability to pay.

At the health center, board-certified physicians lead teams of health professionals that can address many ambulatory health needs in addition to a multitude of chronic conditions. They are joined by highly qualified mental health therapists, nurse practitioners, physician assistants, dentists, optometrists, and pharmacists, and other specialists in creating a Patient Centered Medical Home model. Care is coordinated among providers, with special attention paid to medical and behavioral health clinicians, who practice together in the same location. The patient and, when appropriate, his or her family, is considered a central part of the care team and actively participates in decision making.

People from all walks of life come through the LCHC, however the health center focuses on the target populations who experience the greatest barriers to care. This consists of children, families, low income households, minorities, non-English speakers, teens, and the elderly. Over 90% of the health center's patients live at or below 200% of the federal poverty level, and over 50% are best served in a language other than English.

Programs and Services

Lynn Community Health Center provides comprehensive care including primary medical care, behavioral health services, dental services, eye care services, specialty services, pharmacy services, and a wide range of patient education and support programs.

Patient-Centered Medical Home

The medical home team consists of a primary care provider, a dedicated team of health care professionals, and most importantly, the family. As a crucial member of the team, the family will be involved in decisions about the patients' health and health care. The primary care provider works with the patient to coordinate care across the health care system.

Behavioral Health Department

The BH department currently employs 113 staff including clinicians and administration.

Family Counseling

A special family counseling care program is held regularly to help clients express their feelings in a neutral and safe environment. The program engages with clients on an individual, couple, or family-based level to help with communication needs.

Group Therapy

Group therapy brings together individuals with similar diagnoses in supportive groups led by qualified clinicians. Groups are conducted in several languages, including Khmer and Spanish. Topics include anxiety and depression, cancer recovery, anger management, pain and medication management, relapse prevention and recovery, and parenting groups. Lynn Community Health Center also has weekly walking groups.

Medication-Assisted Treatment for Substance Use Disorders

For those struggling with opiate addiction, Suboxone treatment, as well as other medication-assisted treatments, may provide assistance through the process of recovery.

Refugee Trauma Services

Lynn Community Health Center is the Massachusetts Refugee Health Assessment Program for the North Shore. The Center has bilingual and bicultural clinicians to address the complex behavioral health needs of refugees.

School Based Health Centers

LCHC provides on-site behavioral health care in 15 public schools across the Lynn community. Any student enrolled in the school is eligible for services, which include therapeutic groups (i.e., anti-bullying, social skills, and self-esteem groups), crisis intervention, medical evaluations, and referrals for neuropsychological testing.

The Location

Lynn is one of the largest cities in Massachusetts. As any young, immigrant community, the city of Lynn offers many rich interests. The boardwalk and beaches are beautiful, attracting tourists as well as retirement communities. The surrounding cities (Nahant, Swampscott, Salem, and Marblehead) tend to

be middle class or upscale; finding a home in a neighborhood with great public schools within biking distance is easy enough. Lynn hosts a large community college and is an easy 20 minutes away from Boston's North Station by commuter rail. From the health center, if you take walks in all directions, you will discover some incredibly beautiful areas, many with view of the Boston cityscape. Needless to say, the immigrant communities translate into a vibrant restaurant scene.

The Position

Overview

The CBHO will lead the multidisciplinary behavioral health team in charting the path to seamless integration with Substance Use Disorders and Primary care, to better meet the needs of patients. LCHC has responded to the need for outpatient BH services, treating a wide variety of mental health and substance abuse issues. Their next phase is deepening the integration and responding to the challenge of improved quality with decreased total cost of care. The CBHO will work with the Executive team to provide vision, direction and leadership to face the challenges posed by a changing healthcare environment. As one of the three programmatic leaders for the health center, along with the CMO and the CNO, the CBHO plays a central role in devising and achieving the organizational goals, as framed by a mission that rests on social justice. Some of the programs are mature, and need a talented manager while others are only now budding and require a visionary champion.

LCHC is proud of the diversity of its BH clinician corps, and the CBHO is expected to be able to coach, mentor and manage this energetic and creative group.

The Center has chosen the Lean framework as the vehicle for improvement. As a member of the Executive Team, the CBHO is expected to develop intimate familiarity with Lean principles in order to motivate, encourage, and coach employees in the expanded and consistent use of those principles. LCHC is committed to learning, and working together, to become a Lean empowered organization.

Responsibilities

- Coordinate and support mental health and primary care integration within the health center.
- Coordinate referrals to clinically indicated services outside the health center.
- Ensure LCHC is compliant with the clinical requirements outlined by HRSA.
- Determine needed levels of behavioral health staffing in cooperation with the executive team.
- Establish and maintain counseling and discipline, when needed, for BH providers to maintain the highest level of quality care for our patients.
- Supervise Behavioral Health staff; both unionized and non-unionized.
- Develop procedures to assess quality of patient service, patient satisfaction, and patient access.

- Work in cooperation with the Chief Medical Officer to ensure that medical and behavioral health departments are achieving clinical requirements and goals.
- Support the mental and physical health care of patients on an assigned patient caseload. Closely coordinate care with the patient's medical provider and, when appropriate, other mental health providers.
- Screen and assess patients for common mental health and substance abuse disorders. Facilitate patient engagement and follow-up care.
- Work closely with Director of Psychopharm or the Chief Medical Officer (CMO) to integrate psychotropic medication management as prescribed by medical and BH providers, focusing on treatment adherence, monitoring, side effects, and effectiveness of treatment.
- Participate in LCHC community outreach efforts, as appropriate and as assigned. This may include serving as a health consultant for the Lynn Public Schools, local day care centers, after school program, day camps or other community related organizations; providing such services as programmatic consultation, preparation/review of health-related policies and documentation or participating in health screenings, health education programs or counseling at health fairs and other similar community events.
- Provide or facilitate in-clinic or outside referrals to evidence-based psychosocial treatments (e.g. problem-solving treatment or behavioral activation) as clinically indicated.
- Meet regularly with the Executive Team members to discuss staff issues, needs, and recommendations.
- Responsible for general mental health education to internal staff and community partners as needed.
- Liaison to community partners & other behavioral health partners.
- Maintain strict confidentiality and compliance with HIPAA standards and other grant requirements.
- Perform all work duties and activities in compliance with LCHC policies and protocols, Joint Commission, OSHA and HIPAA regulations.
- Work closely with Human Resources to become familiar and follow union regulations.
- Establish standards of care and treatment for all behavioral health patients. This includes but is not limited to the regular review and monitoring of the QI/QA plan as well as participation at the Board Level Quality Improvement Committee.
- Provide yearly evaluations for all behavioral health providers and review them with the individual staff.
- Establish a regular staff meeting for the behavioral health staff.

- Prepare yearly BH department budget in conjunction with Executive Director and the Executive team.
- Monitor budget throughout the year.
- Meet regularly with appropriate administrators to review programs.
- Hires staff as necessary. Recommends termination as necessary and reviews this with the CEO.
- Provides direct clinical behavioral health services on a regular weekly basis.
- Develops and implements behavioral health internships and/or training programs when appropriate and advantageous to the health center.

The Candidate

The new CBHO will be a high energy individual who will bring vision, innovation and creative ideas to Behavioral Health. This person will be excited to explore new ideas and new methods of operations. S/he will inspire, motivate and empower the team to develop and achieve goals that will move the department forward and be recognized as a national standard in behavioral health care. S/he will be a passionate advocate of the Center's mission in the community.

In addition, the right candidate:

- Utilizes an appreciation of and respect for diversity when interacting with patients/clients, team members and staff from other departments.
- Responds appropriately or seeks support when confronted with cultural biases or conflicts.
- Demonstrates the ability to multi-task, manage time, meet deadlines and remain calm and professional under pressure.
- Demonstrates awareness and sensitivity to cultural issues and community practices of children and families.
- Works as part of a team and exhibits competent and effective communication skills.
- Maintains standards of confidentiality of all patients and employees.
- Utilizes the principles of customer service when interacting with patients/clients, team members and staff from other departments.
- Appropriately handles or seeks support when customer service breakdowns occur.
- Respects and maintains patient confidentiality in all aspects of care including use of electronic information.
- Treats all patients in a welcoming and professional manner.

- Demonstrates professionalism by appropriate attire, attendance, attitude, and behavior within the clinical setting.
- Contributes to the team effort by supporting all team members and maintaining an open and positive attitude.
- Welcomes new employees and students to the team by assisting with their orientation to the team and mentoring them, as requested.

Qualifications

- Required Licensed Clinical Social Worker, Licensed Mental Health Counselor, Licensed Marriage and Family Therapist, Medical degree or Licensed Psychologist.
- Active MA State license or eligibility for MA state license;
- Prior Management and FQHC experience preferred;
- At least 10 years' experience in a mental health discipline, 5 of which have been at the supervisory level;
- Experience with assessing, screening and treatment planning for common mental health and/or substance abuse disorders

Critical Success Factors

Among the criteria used to measure the success of the Chief Behavioral Health Officer in the first year will be:

- The ability to empower and develop the next level of leadership.
- Preparation of the Behavioral Health Department with high touch communication.
- Create value and commitment to workforce and staff

For More Information

We appreciate all referrals. Interested parties please send resume to LCHCCBH2260@ZurickDavis.com. For additional questions, please contact **Ellen Mahoney** at **781.938.1975**. All contact with **ZurickDavis** will remain confidential.

Lynn Community Health Center provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws. This applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.