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Strategic Solutions in Healthcare Search



Leadership Profile

Chief Executive Officer

Community Health Centers of Burlington
Burlington, VT

January 2020

The Opportunity

Community Health Centers of Burlington (CHCB) is the sole Federally Qualified Health Center (FQHC) and safety net health and human service provider to Vermont's most populated urban center. With a reputation for clinical excellence, CHCB provides an array of progressive clinical programs in eight locations in and around Burlington, Vermont, to meet the needs of a diverse community. CHCB seeks a strong, seasoned leader to guide the development of organizational culture and infrastructure to support the recent acquisition of new practices, prepare for value-based payment models, bolster the leadership team, and enhance professional development throughout CHCB.

This is an opportunity to lead and shape a pioneering health care organization; the next CEO will position CHCB to thrive in a changing healthcare environment and to respond to the varied needs of community members. The ideal CEO will have a record of successful leadership of a mission-driven, community-based health care organization, and will be drawn to the goal of improving the life and health of the CHCB community. S/he should have strong financial skills; a record of cultivating mutually beneficial relationships with colleagues, staff, and external partners; a record of success in grant procurement/fundraising; and a keen understanding of how to work with a Board of Directors. A record of effective leadership in a unionized environment is a plus.

The Organization

The mission of Community Health Centers of Burlington (CHCB) is to improve the health of all within the communities they serve. CHCB is dedicated to providing exceptional care with respect, compassion, and a commitment to serving people regardless of financial status or life circumstances. See www.CHCB.org.

History of CHCB

In 1971, the People's Free Clinic opened in a tiny storefront in Burlington's Old North End. Announcing "a new kind of health care," the People's Free Clinic founders envisioned a mission that would make a resonating statement: every person—regardless of age, race, class, or gender—deserves good medical care regardless of their ability to pay.

Staffed entirely by volunteers—including two local physicians—the small clinic saw 50 people per week by the end of the following year, often treating minor wounds, providing health information, and sick visits. Soon, the clinic would strengthen its commitment to grow, and become the Community Health Centers of Burlington (CHCB).

CHCB was officially awarded the federal status of a Healthcare for the Homeless Program grantee in 1989 and remains the only organization in Vermont with this designation, ensuring completely free access to health care for individuals and families experiencing homelessness. CHCB was then designated Vermont's second Federally Qualified Health Center, allowing for additional support and enabling services such as social work and financial assistance. The success of this model was demonstrated with the outpouring of community support in 2001 that enabled CHCB to create its 10,000 square foot flagship main facility on Riverside Avenue.

CHCB opened the Pearl Street Youth Health Center in 2004, Vermont's only medical site designed for homeless and at-risk youth. That same year, the Safe Harbor Health Center, serving homeless adults and families, expanded to a new two exam room facility, offering primary and preventive health care, dental care, mental health and substance abuse counseling and Housing First, a supportive housing program for homeless patients with chronic medical conditions.

In 2004, a dental program was incorporated into the main CHCB site, which currently serves almost 8,000 patients, including 800 uninsured and/or low-income children at the School-Based Dental Center.

In 2012, CHCB saw tremendous growth through the newly renovated Riverside Health Center, allowing for more patients to make CHCB their Health Care Home. The new Riverside Health Center allowed for increased programs and services, notably integrated psychiatry and counseling and treatment assistance for patients struggling with drug/alcohol use disorders.

During that same year, CHCB established its first rural practice in Grand Isle County, ensuring access to care for three surrounding towns after the sole physician in the area retired. This practice transitioned to a new site in South Hero in November 2016, operating as the newly re-named Champlain Islands Health Center and expanded access to care even further for residents of southern Grand Isle County.

2016 also saw the addition of Burlington Primary Care, since re-named the South End Health Center, and welcomed GoodHEALTH Internal Medicine in South Burlington to the CHCB family. The following year, the South End Health Center added a dental center, transferring operatories from the Safe Harbor Health Center.

Throughout 2016 CHCB continued working with community partners on the permanent housing program at Beacon Apartments. CHCB also began operating Burlington's only low-barrier shelter in 2016, providing a safe space and care management for the local homeless population. CHCB continued to oversee operations of this seasonal shelter through June of 2019. The only low-barrier shelter in the greater Burlington area, this model was designed to engage with guests and develop the trusting relationships and connections to long-term services needed to lift guests out of homelessness permanently.

Winooski Family Health joined CHCB as its eighth location in May 2017. Located in a Medically Underserved Area, this partnership extends the Federally Qualified Health Center services to a broader patient base and unites already-aligned missions of care.

CHCB's story is one of continuing growth, now caring for over 30,000 patients; the pace of that growth has accelerated rapidly as community need continues to grow and as community members and partners look to CHCB to do what they do best – provide affordable, quality health care to all who need it, regardless of financial status or life circumstance. Together with the community, CHCB looks forward to many more decades of careful stewardship of its remarkable mission.

CHCB's Values are:

- Quality health care is a basic human right.
- People should take responsibility for their health care to the best of their ability.
- Health care services we provide should be responsive to the needs of our patients and community.
- Healthier communities are created when organizations work collaboratively.
- Patient involvement in governance is vital to the development, operation, and uniqueness of CHCB.
- Our staff is our most valuable asset; therefore, an environment that fosters the well-being, development, and excellence of staff is essential to our mission.

CHCB's Vision is to:

- Provide the best care imaginable.
- Be a model of excellence in providing proactive and innovative health care services.

- Be a leader in culturally competent, fully integrated health care that is responsive to the physical, emotional, spiritual, and social needs of our patients.
- Be responsible financial stewards by maximizing our resources and community relationships.
- CHCB is a community leader in cultural sensitivity and strives to take a holistic approach to health care inclusive of patients' cultural beliefs and practices. CHCB recognizes and appreciates the rich diversity that patients bring and welcomes and respects all individuals regardless of their gender, religion, financial or life circumstances, ethnic background, sexual preference, or language.

The Position

The CEO reports to the Board of Directors and is accountable for CHCB's consistent achievement of deliverables associated with its vision and mission. The CEO is accountable for ensuring:

- Delivery of high-quality health care services to the community
- Compliance with HRSA/BPHC Health Centers Program requirements
- Compliance with the rules and regulations of all required/relevant regulatory agencies and governing bodies
- Sound financial management and prudent resource stewardship
- That all policies and procedures of the organization are appropriately implemented
- Strong public relations and outreach within the community

The new CEO will join CHCB after a period of rapid growth and leadership change. Moreover, clinical and operational staff are in the midst of a care transformation process designed to formalize a team-based approach to clinical care with the goal of enhancing the satisfaction and well-being of patients and providers alike.

In the summer of 2019, clinical staff voted to be represented by the American Federation of Teachers (AFT). Community Health Centers of Burlington and the AFT reached their first bargaining agreement in December of 2019; that agreement was ratified by the union's membership shortly thereafter.

The Candidate

The ideal candidate will be a well-rounded leader with experience in community health organizations, ideally FQHCs. S/he must have strong financial skills and business sense, appreciation of and commitment to the mission of a community health center, and an adaptive management style. S/he will be drawn to the mission of CHCB and have the experience and gravitas to inspire confidence and respect from internal stakeholders at all levels, and to be an effective ambassador to a diverse external community.

We seek a CEO who will facilitate the creation of a harmonious and stable organizational culture across locations. The ideal candidate will be an inclusive and proactive communicator who is highly visible and engaged with all areas of CHCB.

The next CEO of CHCB will:

- Articulate, convey and represent CHCB's mission and vision through both tangible and intangible mechanisms.

- Develop, foster and uphold an organizational culture of teamwork and collaboration.
- Inspire and motivate others, through strategy, innovation, and change management methodologies.
- Work with a culturally and politically diverse community and build collaborative ventures with an array of constituents and partners.
- Demonstrate strong business management and interpersonal skills, including service line development, market analysis, marketing, communication, complex budget development, and personnel management.
- Work effectively with the bargaining unit to ensure the achievement of shared goals.
- Be decisive, creative, and solution-oriented.

The ideal candidate will have:

- Proven leadership skills developed through senior management positions, including a demonstrated ability to effectively delegate, develop, and utilize staff to their potential.
- Demonstrated health care operations experience and an unwavering commitment to quality programs and care, cultural competence, community/public health, and data-driven program evaluation.
- Exceptional written and verbal communication skills and be a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills.
- Sophisticated understanding of federal, state, and local programs and grants management, to include procurement, compliance, reporting, etc.
- Demonstrated knowledge and understanding of Accountable Care Organization (ACO) structure, Value Based Care (VBC) contracting, Value Based Payment (VBP) methodologies, and standards and guidelines of the National Committee of Quality Assurance (NCQA) Patient Centered Medical Home (PCMH) program.
- Passion, idealism, integrity, a positive attitude, and a sense of humor.
- An advanced degree such as MBA, MPA, MPH, MD or JD.

Critical Success Factors

Among the criteria used to evaluate the success of the new CEO in the first year are:

- Strong positive relationships with stakeholders across the organization
- Movement toward a unified and cohesive organizational culture
- Development of a solid management team
- Productive work with the bargaining unit representing clinicians
- A consistent communication plan with frequent updates

The Location

Burlington is a vibrant, small city located on the eastern shore of Lake Champlain, between the Adirondack and Green Mountains in northwestern Vermont's Chittenden County. Compact and beautiful, Burlington is home to a thriving arts scene, creative entrepreneurship, great shopping, three colleges and a university, and a full range of four-season outdoor pursuits. Burlingtonians are diverse, forward-thinking citizens, surrounded by scenic beauty and recreational opportunities.

Since 1989, nearly 8,000 refugees from all over the world have resettled in Vermont. In the last decade, the majority have come from Bhutan, the Democratic Republic of Congo and Somalia, and nearly all landed in Chittenden County, the majority in Burlington and Winooski.

Fountains, a brick-paved pedestrian mall, and historic buildings ranging in style from Victorian to Art Deco and Streamline Moderne provide the backdrop for the Church Street Marketplace. Specialty shops and national retailers mingle with restaurants and cultural venues, where outdoor cafes, street vendors and entertainers keep things lively long after sundown. Festivals are held all year long with events like New Year's First Night Celebration and the Burlington Discover Jazz Festival attracting visitors from throughout the northeast.

A short walk from Church Street takes you to the nearby waterfront--lakeside parks, ferry crossings, excursion boats, and a 12.5 mile walking/bike path that connects to the Lake Champlain Islands by a special bike ferry in summer. Bicycles, rollerblades, kayaks, and sailboats are all available for rent, and the views across the lake are spectacular.

The city features great museums and galleries, such as ECHO Lake Aquarium and Science Center and the Fleming Museum on the campus of the University of Vermont. Pine Street and downtown are full of contemporary galleries, while Burlington's music and food scenes attract national attention.

For More Information

We appreciate all referrals. Interested parties please send resume to CHCBCEO2294@zurickdavis.com . For additional information, please contact Lida Junghans, PhD (ljunghans@zurickdavis.com) or Jeff Zegas at **781.938.1975**. All contact with ZurickDavis will remain confidential.

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