

# Leadership Profile

Chief Executive Officer

December 2021



**LITTLE RIVERS  
HEALTH CARE**

Little Rivers Health Care  
Wells River, VT

## **The Opportunity**

Little Rivers Health Care (LRHC), a strong and growing FQHC with four clinical locations in an idyllic region of central Vermont seeks a new leader to succeed its founding CEO who will soon retire. With several construction projects underway and plans to launch dental services in 2022, Little Rivers seeks a visionary leader who will continue to balance expansion to meet community needs with the preservation of a culture based on respect, trust, empowerment and accountability. With a strong reputation for patient and staff satisfaction, talented management team, high caliber work force, dedicated Board of Directors, and an excellent record of quality and service, Little Rivers offers a solid foundation for its next CEO to build upon. LRHC has a tradition of honoring work/life balance and a location ideal for skiers, hikers, and other lovers of the outdoors. Little Rivers also offers opportunities to collaborate with the medical systems affiliated with Dartmouth's Geisel School of Medicine and University of Vermont's Larner College of Medicine. Little Rivers community members enjoy the best of small town and rural life combined with proximity to the cultural attractions of area college towns, as well as Boston, Burlington, and Montreal.

LRHC's next CEO will oversee the day-to-day activities of the health center and represent LRHC to external partners, peer organizations, agencies, and the community. The next CEO will be an excellent communicator and relationship builder with a sophisticated understanding of primary care delivery systems, health care financing, regulations, reform, and trends.

## **The Organization**

Little Rivers Health Care is a Federally Qualified Health Center (FQHC) that provides primary care services at clinical sites in Bradford, East Corinth, Newbury and Wells River, VT, as well as at Valley Vista, a residential addiction treatment center in Bradford, and six area public schools. LRHC's clinical team of physicians, nurse practitioners and social workers offer a uniquely broad range of services and share a vision of the vitality of primary care. The scope of care includes obstetrics, behavioral health and addiction medicine. Off-site care includes school based behavioral health; farm outreach visits—fall and spring on farm health screenings and vaccinations focused on Spanish speaking workers; Deliveries each week to community members experiencing food insecurity; and, in close collaboration with the Vermont Department of Health, Little Rivers is THE Covid response resource for the community—offering outdoor testing and vaccination sites at local schools, local businesses, and long-term care facilities.

The Little Rivers dental program currently includes a mobile van service for children, dental hygiene onsite and in schools. A full-service dental clinic will open in 2022., Little Rivers' Behavioral Health program has grown from one to thirteen providers since 2014, and the Board is committed to supporting its continued growth. LRHC is a Level 3 Patient Centered Medical Home that implemented an electronic health record, eClinicalWorks in 2012 and continues to improve its functionality under the leadership of their informatics director, who is a family physician and LRHC's Chief Medical Officer.

Little Rivers physicians provide in-patient care through Cottage Hospital, a critical access hospital in Woodsville, NH. In addition, the five family physicians provide pre- and post-natal care as well as in-patient OB/GYN services at Northeastern Vermont Regional Hospital in St. Johnsbury. LRHC also has an internist who provides outpatient-only services.

LHRC's twelve (12) medical providers (6 MDs, and 6 NPs) are a mix of full and part-time employees who provide care for roughly 8,000 patients. They are supported by a team of 16 nurses and medical assistants, four care coordinators and 28 clerical, IT, and administrative staff. LRHC also has three psychiatric nurse practitioners and ten social workers and clinical mental health counselors on staff with coverage of all four clinic sites, as well as a Medication Assisted Treatment Program in the Wells River clinic.

## The Position

Reporting to the Chair of the Board of Directors, the CEO will participate with the Board of Directors in charting and implementing LHRC's mission and strategic plan in response to the changing needs of the community. S/he will oversee the presentation of the annual budget and program plan to the Board of Directors and recommend corporate policies regarding internal and external matters to the Board. S/he will also address the need to recruit and retain clinical staff. Other responsibilities of the CEO include: -

### Governance:

- Supports the process of selection, orientation and training of members and committees of the corporation and its Board of Directors
- Represents the corporate staff at all meetings of the corporate membership and the Board of Directors
- Informs the corporate membership and Board of Directors concerning current trends, challenges, and activities in the health field to facilitate governance and formulation of policy
- Serves as primary channel of communication between Board of Directors and staff

### Fiscal Oversight:

- Oversees the annual and long-range financial development and budget management of the organization
- Approves expenditure of non-budgeted funds within limits set by the Board of Directors
- Signs all checks of the corporation and reviews same with the CFO.
- Signs all contracts subject to the approval of the Board of Directors

### Management and Supervision:

- Promotes by deed and word the corporate mission
- Leads and coordinates the Senior Management Team
- Oversees all corporate activities through administrative and operations staff; regularly consults with and guides administrative and operations staff
- Oversees out-sourced administrative functions
- Provides oversight in areas of budgeting, purchasing, data systems, facilities, staffing, regular and capital expenditures, insurance, facility management and compliance
- Coordinates the recruitment of health center providers
- Supervises and performs annual reviews for: Chief Medical Officer (CMO), Chief Financial Officer (CFO) and Chief of Operations (COO).
- Provides oversight of the Quality Team, assisting in the design, approval, and functioning of the quality improvement, quality assurance, and risk management programs. Functions as the corporate Risk Manager.
- Provides assistance and guidance to the administrative and operations staff, as needed or requested, to job classifications and government regulations
- Ensures compliance with federal and state regulations governing health care delivery and with the rules of accrediting bodies
- Oversees the development, implementation and evaluation of corporate planning with particular attention to ongoing provision of affordable health care services
- Resolves administrative and personnel problems according to corporate policies, or at the request of the Directors. Keep healthy communication channels open to all staff to ensure strong employee morale and professional corporate atmosphere
- Oversees corporate development and fundraising campaigns
- Oversees and ensures compliance with the requirements of maintaining HRSA Section 330 grant funding
- Oversees application of grants and grant program administration

- Prepares and submits annual application for Federal Tort Claims Act malpractice coverage and ensures compliance with all requirements. Responsible for management of medical malpractice claims or threats of same, and appropriate reporting to HHS in accordance with FTCA policy manual.
- Oversees building and renovation projects

Community Relations:

- Acts as primary corporate representative in relations with outside organizations, insurers, agencies and individuals
- Encourages effective communication between the corporation and the community
- Ensures corporate participation in community planning activities related to health care services
- Maintains professional affiliations and enhances professional growth and development to keep current with the changing health care environment

## 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 LRHC and have the experience and gravitas to inspire confidence and respect from internal stakeholders at all levels, and to be an effective ambassador to partners and peers in the external community.

We seek a CEO who will lead and support the ongoing development of a harmonious and stable organizational culture across locations. The ideal candidate will be an inclusive and proactive communicator who will be highly visible and engaged with all areas of LRHC. The ideal candidate will have a master's degree in public health, business, healthcare or public administration and have a record of effective collaboration with clinical providers. We seek a CEO with a keen understanding of health care financing, budgeting, and the skill to procure grant funding.

The next CEO of LRHC will:

- Articulate, convey and represent LRHC'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, compassion, and respect
- Demonstrate strong business management and interpersonal skills, including communication, complex budget development, and personnel management.
- 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, 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 management skills.
- Sophisticated understanding of federal, state, and local programs and grants management, to include procurement, compliance, reporting, etc.
- Integrity, approachability, humility, a positive attitude, and a sense of humor.
- An advanced degree such as MBA, MPA, MPH, or JD.

## Critical Success Factors

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

- Strong positive relationships with stakeholders across the organization and the community
- Maintenance of the warm and supportive organizational culture
- Effective progress on ongoing projects—development of the dental service and facilities improvements
- Continued momentum in expanding services to meet community needs
- Appropriate compliance and quality management
- Responsible fiscal stewardship

## The Location

LHRC is situated in the beautiful river valleys and rolling hills of eastern Vermont, where one finds the benefits of small New England towns with easy highway access to Boston, Burlington, Montreal, and points in between. Proximity to Dartmouth College and the University of Vermont is especially attractive to LRHC's professional staff, where no- or low-cost continuing education options and opportunities for networking and teaching abound. These major tertiary centers also provide the comforting back-up of a full array of specialty care for Little Rivers patients.

Friendly villages and towns offer a surprisingly rich assortment of community activities, cultural offerings and civic events. Recreational opportunities are plentiful in all seasons for those who enjoy outdoor sports. The pristine lakes and rivers are ideal spots for kayaking, canoeing, fishing and swimming. There are many skiing and hiking options due to our proximity to the Green Mountains of Vermont and the White Mountains of New Hampshire, and beautiful roads that course along winding rivers are ideal routes for bicyclists. The Upper Valley region, which includes Hanover, NH and Norwich, VT has one of only three joint school districts in the country with some of the best schools in the two states.

## Compensation

Compensation package will be constructed commensurate with the selected candidate's background and accomplishments.

## For More Information

We appreciate and value all referrals. Interested parties should send resume and cover letter to:

[LittleRivers-CEO-2347@ZurickDavis.com](mailto:LittleRivers-CEO-2347@ZurickDavis.com). For additional information, please contact **Lida Junghans, PhD** at [LJunghans@ZurickDavis.com](mailto:LJunghans@ZurickDavis.com) or **Jeff Zegas** at 781.938.1975. All contact with our office will remain confidential.

*Little Rivers Health Care is an Equal Opportunity Employer*