

# Leadership Profile

Chief Operating Officer

March 2023



**MID-STATE**  
HEALTH CENTER

Plymouth, NH

## **Opportunity**

This is an exciting opportunity for a seasoned operations leader to join Mid-State Health Center, a Community Health Center primary care practice located in scenic, central New Hampshire. Mid-State has become the provider of choice in New Hampshire's Grafton County and is actively expanding its service lines and locations. Mid-State seeks an experienced Chief Operating Officer (COO) to lead and direct the health center's operations, create policies and procedures and improve processes, develop and implement the strategic plan, and drive and support center growth.

## **The Organization**

Opened in 1998, the \$12.5 million Mid-State Health Center is a Federally Qualified Health Center offering high-quality primary care services in a fully integrated model including behavioral and oral health as well as child-care services. Recognized as a level 3 patient-centered Medical Home by the National Committee for Quality Assurance, Mid-State is on the leading-edge of transforming the physician and patient experience. Mid-State's operations are housed in state-of-the-art facilities designed specifically for the delivery of primary care in a team-based model. With approximately 150 employees, Mid-State serves the healthcare needs of rural, Central New Hampshire, delivering services at four offices in Plymouth and Bristol to more than 14,000 patients per year, with planned expansion to three additional locations in 2022.

## **Mission**

The mission of Mid-State Health Center is to provide sound primary care to the community, accessible to all regardless of their ability to pay.

## **Approach**

As a provider of healthcare without consideration of a patient's finances, Mid-State is, at core, a civic institution. Its employees are driven by a single mantra: to do what is right for the patient. As such, Mid-State clinicians and staff employ the medical home model, allowing them to focus on treating the whole patient during every visit. This model of care has been shown to improve health outcomes, reduce costs, and improve patient, family, physician, and staff satisfaction.

## **Philosophy and Culture**

Mid-State's philosophy of doing what is right for the patient extends to doing what is right for the community. Staff members are committed to the care of the entire community – not just patients. Mid-State's Board of Directors is made up of community leaders, and Mid-State staff are encouraged to volunteer and participate in community organizations and institutions. Mid-State carries this philosophy of "doing right" into the daily work of clinicians and staff. Leadership has created a collaborative, egalitarian working environment where co-workers support each other in order to achieve the best results for the patients they serve.

Mid-State's culture is distinctive: collegial, highly collaborative, and unpretentious, supported by a non-hierarchical organizational structure. The Mid-State community is mission-driven, and patient focused, and values humility and mutual respect. Their culture is highly professional and hard-working, values transparency and proactive communication, and supports initiative and appropriate risk taking, as well as continuing education for all employees. Mid-State is tightly embedded in the surrounding community, and most employees are also patients there; this leads to a family-friendly ethic that values life/work balance, as well as a sense of humor and appreciation for having fun!

## **The Location**

New Hampshire is known for having no income or sales tax, and reasonable housing costs. Located in Grafton County, south of the White Mountain National Forest, Plymouth is a rural community in the central part of the state. Situated on the Pemigewasset River, west of Squam Lake and in the valley of Plymouth Mountain, the town evokes a pastoral

countryside in spite of being easily accessible to Manchester, NH in under an hour and Boston in less than two via interstate 93. The area is known for its high-quality public and private schools. In addition, Plymouth has a rich cultural climate including myriad outdoor activities such as skiing, fishing and hiking, and appealing shops, restaurants and bookstores. The town is home to Plymouth State University featuring the [Silver Center for the Arts](#) and the renovated 1920s [Flying Monkey Movie house & Performance Center](#), [Tenney Mountain Ski area](#), with 45 trails and over 110 acres, and the [Polar Caves Park](#) are located in the immediate area while Loon Mountain and Waterville Valley ski areas are within a 30-minute drive.

## **The Position**

Reporting to the Chief of Executive Officer (CEO), the COO will provide leadership and enhance the operational effectiveness of the health center. The COO will establish, secure approval for and oversee the center's operating policies and procedures. S/he will participate in governing board meetings and in the development and implementation of the center's mission and strategic plans. Main functions of this position include:

- Provides leadership in developing, planning, and implementing the center's business plans and related lines of business.
- Assists the CEO in developing and implementing strategic plans to support the center's philosophy & goals.
- Informs CEO about trends, problems and medical activities to facilitate policy making.
- Coordinates with the CEO, medical staff and other center personnel in the monitoring of medical activities to ensure the fulfillment of the community's needs for quality health care.
- Oversees the recruitment, development, and performance evaluation of all operations employees.
- Participates in the financial affairs of the center.
- Enhances operational effectiveness, emphasizing cost containment without jeopardizing important innovation or quality of care.
- Ensures center compliance with all regulatory agencies governing health care delivery and the rules of accrediting bodies. Continually monitors operations, programs, and physical properties.
- Encourages center integration within the community through effective communication. Participates in fostering relationships with other health organizations, government agencies, and third-party payers.
- Leads new initiatives for center growth as directed by the CEO and/or Board of Directors.
- Maintains strictest of confidentiality when appropriate.

## **Attractions of this Position**

- Mid-State is a financially healthy, diversified FQHC in the midst of explosive growth; it is the premier primary care practice in the region.
- Mid-State is an important part of the greater Plymouth community.
- Mid-State offers a very attractive culture with work/life balance.
- This is a newly-created position arising from growth; whoever assumes it will help define the job's structure and have great influence and impact on the organization.
- Long term growth opportunity is very real.
- The location offers a wide range of recreational, educational, and professional opportunities, and is known as a great place to raise a family.
- New Hampshire features no sales or state income tax.

## **The Candidate**

The ideal COO candidate will hold a master's degree: an MHA, MBA or MS in health or business administration. S/he will have a minimum of seven years of executive level experience including at least five in administration at a major

clinic. Preferably, the candidate will have experience working in a rural healthcare setting and managing a multiple-location operation. The ideal candidate will possess the following knowledge and skills:

- Knowledge of the policies and procedures of a health center.
- Knowledge of the structure, operations, and compliance requirements of an FQHC.
- Skill in establishing and maintaining effective working relationships with all internal and external stakeholders.
- Skill in organizing work, managing appropriate details, delegating, and achieving goals and objectives.
- Skill in exercising judgment and discretion in all aspects of work including in developing, applying, interpreting, and coordinating departmental policies and procedures.
- Ability to assume responsibility and exercise authority.
- Ability to manage change and direct the problem-solving process.
- Ability to establish and maintain quality control standards.

Personally, the right candidate must demonstrate:

- Excellent oral and written communication skills.
- Comfort in a collaborative, transparent, team-oriented work environment, and a willingness to take on any task needed to serve the patient best.
- Mission-driven and relationship-focused orientation.
- Ability to bring a strategic perspective to all discussions while taking responsibility for successful operational implementation of projects.
- Ability to quickly learn and think on his/her feet.
- Sense of humor.

### **Critical Success Factors**

Success of the COO after a year on the job will be indicated by –

- Seamless integration into the Mid-State collaborative culture.
- The COO having “made a place” for themselves and bringing value to the organization.
- Strong Mid-State revenues and a healthy bottom line.
- Development of an ongoing growth plan that will support the Mid-State community and better serve its patients.

### **Compensation**

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to assume a leadership role in a healthy and growing FQHC in a wonderful place to live.

### **For More Information**

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

[MSHC-COO2361@zurickdavis.com](mailto:MSHC-COO2361@zurickdavis.com). For additional information, please contact **Dana Young** ([Dana.Young@ZurickDavis.com](mailto:Dana.Young@ZurickDavis.com)) or **Jeff Zegas** ([JeffZegas@ZurickDavis.com](mailto:JeffZegas@ZurickDavis.com)) at 781.938.1975. All contact with our office will remain confidential.

*Mid-State Health Center is an Equal Opportunity Employer.*