



CHIEF EXECUTIVE OFFICER

ABOUT THE CENTER FOR FAMILY HEALTH

The Center for Family Health (CFH) is a federally qualified health center (FQHC) serving Jackson County, Michigan, and the surrounding area. Originally established in 1991 as a small prenatal clinic, the Center rapidly expanded to provide primary medical services to people of all ages regardless of ability to pay and received designation as an FQHC in 2000.

In 2021, CFH served approximately 39,000 patients, 95% of whom are considered low-income and/or racially diverse. CFH offers quality, comprehensive health services including primary care, behavioral health, and dental services in addition to operating a pharmacy and walk-in clinic. The Center currently has seven locations including a main medical facility, dental clinic, three urban and one rural school health centers, and a clinic located within the community mental health agency.

CFH is a key healthcare provider for the Jackson area, and partners with other organizations, government entities, and institutions to ensure that the needs of the community are met. As the healthcare sector has evolved, CFH is positioning itself as a provider of choice that is able to offer holistic health services to the community, working to address inequity and the social determinants of health. As an FQHC, the Center is able to provide supportive services in addition to direct healthcare offerings. In recent years, CFH has expanded programs that remotely monitor the management of chronic diseases, as well as increasing telehealth services during the pandemic.

The Center's Board of Directors recently approved a new three-year strategic plan structured around the Health Resources and Services Administration's Health Center Excellence Framework. This plan focuses on health equity and aims to promote innovation and performance improvement strategies across CFH.

CFH believes that its mission of "opening the door to health care for all" is most effectively fulfilled through a commitment to inclusiveness as a core value and practice. CFH aims to lead by example, viewing and encouraging diversity as a fundamental and abiding strength of its community.

Learn more about the Center for Family Health here: <https://centerforfamilyhealth.org/>

Key Facts

- 240 total staff
- \$32M budget
- 12-member [Board of Directors](#)
- 7 [locations](#) across Jackson County
- 39,000 patients served in 2021

Mission & Vision

MISSION

Opening the door to health care for all

VISION

Together we make good health happen

Visit



THE POSITION

The Chief Executive Officer (CEO) is responsible for overall leadership and management of the Center for Family Health, ensuring the implementation of the mission of the organization and the strategic and operational plans approved by the Board of Directors.

The CEO reports directly to the Board of Directors and manages a six-member senior leadership team. They are the primary representative of CFH throughout the community and responsible for engaging and fostering partnerships with other organizations to advance the mission of the Center. The CEO will be an outspoken advocate for the work of CFH and the population it serves and bring strong business and leadership skills to establish a vision for the organization as a leader in the community.

Internally, the CEO will foster a collegial and forward-looking culture that engages staff at all levels of the organization. They will bring a leadership style that supports the ongoing growth of the senior leadership team, creating clear expectations and goals in alignment with the organization's strategic plan, while also empowering teams to lead their respective areas autonomously.

This new CEO will be a collaborative leader with critical skillsets in building community partnerships, leading business operations, implementing strategic plans, and nurturing change and growth. They must have a welcoming approach and strong customer-service orientation coupled with a dedication to the mission and work of CFH.

MAJOR OBJECTIVES

Within the first 12 to 18 months, the Chief Executive Officer will achieve the following major objectives:

- Engage with staff, Board members, and other stakeholders (funders, community partners) to gain a thorough understanding of CFH, advance implementation of strategic initiatives, and support staff in working effectively to serve the needs of the community.
- Establish a presence and make substantive connections across the spectrum of organizations throughout the community, including healthcare providers, human services organizations, city and county leadership, the chamber of commerce, and others.
- Support the ongoing professional development of staff at all levels, working with the senior leadership team to develop strategies to recruit and retain teams across the organization.
- In partnership with the Board of Directors and senior leadership team, develop a vision for CFH as it emerges from the pandemic, consider ways in which the organization can continue to best serve the needs of the community through services such as telehealth, and pursue sustainable funding that will support the growth of new and existing services to comprehensively address social determinants of health in the community.



RESPONSIBILITIES

The Chief Executive Officer will have the following primary responsibilities:

STRATEGIC LEADERSHIP

Provide strategic and operational leadership and direction for the organization.

- With the Board of Directors, develop long- and short-term strategic plans for the organization; guide the implementation of these plans in collaboration with the senior leadership team.
- Manage the execution of annual operating plans and budgets to achieve strategic goals and objectives that align with both federal grant requirements and the strategic plan.
- Identify best practices in other comparable organizations and health centers for incorporation into CFH operations.
- Assess provider-to-patient ratio to ensure both optimal staff capacity and high levels of customer satisfaction; lead the organization in maintaining high standards of patient satisfaction, establishing clear goals and metrics for success.
- Clearly articulate a vision for CFH in a way that engages staff, Board members, and other partners and stakeholders in the mission of the organization.
- Identify and leverage opportunities, especially those resulting from the American Rescue Plan, in ways that advance and grow the services of CFH.

STAFF MANAGEMENT

Ensure that the organization is structured to maximize its ability to deliver its services.

- Foster a welcoming, respectful, collaborative, and engaging culture that values diversity and ensures that all staff feel ownership in the mission.
- Work with Directors and other managers across the organization to ensure that staff roles are clearly defined, performance is managed to those expectations, and that teams are held accountable and motivated in a way that supports retention and ongoing professional development.
- With the senior leadership team, set a standard of excellence that allows CFH to recruit and retain talented staff, and a customer service orientation that builds trusting relationships for effective treatment of a growing patient population.

ADVOCACY & COMMUNITY ENGAGEMENT

Oversee and implement strategies for advocating on behalf of community health centers with elected and appointed government officials.



- Identify critical needs of the community and position CFH within the community as a provider of choice to comprehensively address those needs.
- Function as the spokesperson for the organization, maintaining positive relationships with the media, community organizations, and governmental bodies.
- Meet directly with elected and appointed officials to convey accurate information; the concerns of the organization, its patients and the community; and ensure sustained or increased funding from local, state, and federal sources.
- Actively engage with other community health center organizations at the state, regional and national levels, taking leadership roles as appropriate, and ensuring the visibility of CFH.
- Develop and maintain relationships with other health care and allied professional organizations with which CFH can partner, ally, or otherwise work together to help the organization meet its objectives.
- Engage the Board of Directors and senior leadership team as appropriate in advocating on behalf of CFH and its patients at the local, state, and federal levels.

FINANCIAL MANAGEMENT

Ensure that the organization's finances are properly and effectively managed.

- Provide general oversight of the financial operations of the organization, ensuring the timely preparation and accuracy of all financial reports.
- Ensure that all financial systems and internal controls are fully compliant with federal, state, and local laws and regulations, that the organization is compliant with all reporting and filing requirements, and that effective internal controls are implemented and adhered to.
- Oversee the alignment and adherence of budgets with annual operating and long-term strategic plans consistent with the mission of CFH.
- Monitor spending and allocation of grant and contractual reimbursement, ensuring that all requirements are met in accordance with regulatory and contractual requirements.

BOARD RELATIONS

Maintain an effective and productive relationship with the Board of Directors.

- Serve as an ex-officio member of the Board of Directors, participating on Board committees and workgroups as necessary and appropriate; with other senior leadership, recruit new Board members as needed and in compliance with CFH's bylaws.
- Implement policies set by the Board of Directors and serves as the key staff leader in achieving strategic and operational initiatives set forth by the Board.



- Engage key Board members in partnership with other organizations to conduct community needs assessments; identify and define programs to holistically address the social determinants of health and health disparity across the community.

QUALIFICATIONS

The CEO for the Center for Family Health will be an empathetic, adaptive, and strategic leader with a strong understanding of the healthcare sector and the population served by federally qualified health centers. The ideal candidate will bring most of the following qualifications and skill sets:

- A demonstrated commitment to the mission and work of CFH and the patients it serves; an appreciation for both rural and urban settings and the challenges they bring in providing health services.
- Significant experience with community and/or federally qualified health centers, and familiarity with the laws, regulations, and standards that make them unique within the healthcare field.
- Exceptional leadership skills with the ability to guide a high-functioning organization; a high level of emotional intelligence, collaborative approach, and a commitment to diversity and equity across the workforce, patient population, and partner organizations.
- Strong business acumen, particularly in the areas of financial and project management, legal compliance with government contracts and regulations, healthcare ethics, and management best practices.
- A strategic and critical thinker who embraces opportunities for innovation and has prior successful experience managing change in a collaborative and positive way.
- The ability to connect with people from all backgrounds, and demonstrated experience successfully partnering with other organizations and institutions to advance the mission of an organization.
- Prior experience as a public representative for an organization, including the ability to advocate on behalf of populations similar to those served by CFH.
- Knowledge of Managed Care Organizations and Value Based Payment methodologies.
- A bachelor's degree is required. A master's degree or equivalent experience in public health, healthcare administration, or other relevant field is strongly preferred.

COMPENSATION AND BENEFITS

The salary range for this position is \$230,000 to \$260,000. Benefits include medical, dental, and vision insurance; short- and long-term disability; life insurance; 403b retirement with organization match; ten paid holidays; and generous paid time off.

This position requires residence in Jackson County, Michigan. Relocation assistance is available.



APPLICATION

The Center for Family Health has retained Campbell & Company to conduct this search. The team for this project includes Colleen Rogers, Senior Consultant, Emily Thompson, Consultant, and Trinity Gordon, Associate Consultant. To be considered for this opportunity, please send a letter of interest and resume to:

EMILY THOMPSON

Consultant, Executive Search

emily.thompson@campbellcompany.com

(312) 896-8891 direct

The Center for Family Health offers equal opportunity to all. Hiring and promotions are based upon individual merit. The Center does not discriminate on the basis of race, color, religion, national origin, sex, marital status, age, disability, height, or weight unless required to do so by law or bona fide occupational qualifications.



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