

# POSITION DESCRIPTION

## FOR THE POSITION OF PRESIDENT & CHIEF EXECUTIVE OFFICER



**February 2023**

---

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.



## POSITION DESCRIPTION

---

<b>POSITION</b>	President and Chief Executive Officer
<b>ORGANIZATION</b>	National Association of Community Health Centers (NACHC)
<b>REPORTS TO</b>	Board of Directors
<b>LOCATION</b>	The Washington D.C. Metropolitan Area
<b>WEBSITE</b>	nachc.org

## TABLE OF CONTENTS

---

<b>COMPANY OVERVIEW</b>	.....	<b>02</b>
<b>ROLE SUMMARY</b>	.....	<b>06</b>
<b>HEADQUARTERS</b>	.....	<b>11</b>
<b>SEARCH TEAM</b>	.....	<b>13</b>



## COMPANY OVERVIEW

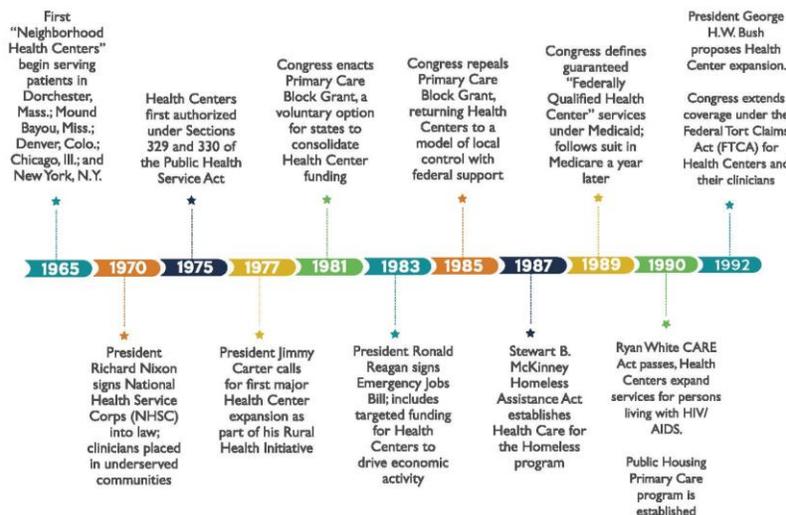
National Association of Community Health Centers (NACHC), founded in 1971, is the leading national advocacy organization supporting community-based health centers (CHCs) and the expansion of health care services for the medically underserved and uninsured. It is a Section 501(c)(3) nonprofit organization supporting the CHC Movement’s mission to provide efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient-centered for all. Today NACHC supports 1,400 Community Health Centers, operating 14,000 clinical delivery sites, serving 30 million patients nationwide.

As part of its advocacy program, NACHC conducts research and analysis that informs the public and private sectors about the work of CHCs, their value to the American health care system, and the overall health of the nation’s people and communities, both in terms of cost and health care outcomes.

In addition, NACHC provides training, leadership development, and technical assistance to CHC staff and boards to support and strengthen health operations and governance. Further, NACHC develops alliances and partnerships with the public and private sectors to build stronger and healthier communities and to bring greater resources to and investment in CHCs and the communities they serve.

NACHC is a membership organization comprised of non-profit or public health centers, non-profit primary health care organizations, Health Center Controlled Networks, for-profit organizations that provide services and products to primary health care programs, and some individual members. NACHC’s governance structure includes a House of Delegates, consisting of the organizational members of NACHC, a 33-member Board of Directors, and an Executive Committee of the Board. NACHC’s bylaws provide that the House of Delegates shall have the ultimate and final authority for the affairs of NACHC, subject to the specific powers delegated in the bylaws to the Board of Directors, the Executive Committee, and the President and CEO.

The Community Health Center movement was born in the 1960’s out of the civil rights movement. From their very beginnings, our health centers have been dedicated to antiracism, Justice, Equity, Diversity and Inclusion (JEDI). As the leading national advocacy organization supporting CHCs, NACHC shares these same roots.





- ❖ Serves as the leading national advocacy organization in support of community-based health centers and the expansion of health care access for the medically underserved and uninsured.
- ❖ Conducts research and analysis that informs both the public and private sectors about the work of health centers, their value to the American health care system and the overall health of the nation's people and communities – both in terms of costs and health care outcomes.
- ❖ Provides training, leadership development and technical assistance to health center staff and boards to support and strengthen health center operations and governance.
- ❖ Develops alliances and partnerships with the public and private sectors to build stronger and healthier communities and bring greater resources to and investment in community health centers.
- ❖ NACHC also works closely with chartered State and Regional Primary Care Associations (PCAs), Health Center Controlled Networks and National Training and Technical Assistance Partners (NTTAPs) to fulfill their shared health care mission and support the growth and development of community-based health center programs.

### NACHC Mission

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.



### NACHC's Six Pillars

In the Spring of 2021, the NACHC board redeveloped its strategic plan and called out six key priorities – or “pillars.” The 6 Pillars Start with Equity, and all others relate back to this central theme:



#### **Pillar 1: Center everything we do in a renewed commitment to equity and social justice.**

NACHC and its members will build upon the community-based foundation of our movement to recognize the impact of racism and implicit bias within the healthcare system, within communities, and within organizations. Advancing equity and social justice will require leveraging data to make the case for change, bringing diversity to all levels of organizational leadership including community-driven boards, generating new funding based on emerging priorities, improving social conditions that lead to disparities in health status, adapting service delivery to drive more equitable health outcomes, and partnering with groups and vendors that act on shared values.



#### **Pillar 2: Strengthen and reinforce the infrastructures for leading and coordinating the community health movement.**

NACHC will remain responsive to the evolving needs of its members and of the communities health centers serve through ongoing assessments of industry and environmental trends. In order to effectively guide the community health



movement, NACHC will emphasize the critical role of consumer-driven community Boards as a leading factor for the continued success of health centers and inform Boards of the changes health centers face and the impact those changes will have on effective governance. Boards provide essential awareness of the emerging realities to which health centers must quickly adapt, and NACHC must continue to provide the training, resources, and guidance to support health center Boards and individual Board members (the majority [at least 51%] of the health center board members must be patients served by the health center.)

To position itself to effectively support all the pillars, NACHC will work to ensure its own organizational health using a diversity, equity and inclusion (DEI) lens to drive retention and recruitment strategies, leadership succession planning and ongoing professional development efforts.



**Pillar 3: Develop a highly skilled, adaptive, and mission-driven workforce that reflects communities served.**

Developing a diverse, high-performing, and committed workforce will require effective recruitment and retention strategies to recognize, attract, and cultivate the staff and boards that will lead and serve the health center movement and NACHC into the future. NACHC and its members will work to ensure competitive compensation and benefits; deliver relevant and future-facing training; create a pipeline of candidates through programs, residencies, and teaching health centers; identify career pathways for employees at all levels; create succession planning and training to enhance organizational stability and heightened performance; and assure equity and diversity.



**Pillar 4: Secure reliable and sustainable funding to meet increasing demands for CHC services.**

NACHC and its members will work to protect 340B and Medicaid eligibility, coverage, and payment (PPS) while expanding opportunities for new payment models and revenue streams. Developing reliable, sustainable, and sufficient funding will require diversification of funding sources, prioritization of long-term and increasing funding commitments to health centers, funding specifically designated for capital projects, tactics to respond to our polarized political environment, and equitable payment for care delivered through various channels.



**Pillar 5: Continue the critical work of updating and improving care models to meet the evolving needs of the communities served.**

NACHC and its members will remain committed to patient-centered and community-based models of care, leveraging data, market insights, and best practices to inform transformation. Care models will be market-specific and responsive to community needs, requiring improved data capture and accessibility and effective integration of telehealth and other technology systems to stay relevant among competitors, and will rely heavily on adequate funding and workforce development.



### **Pillar 6: Cultivate and strengthen mutually beneficial partnerships to advance the shared mission of improving community health.**

NACHC (on a national level), Primary Care Associations and Networks (on state levels), NTTAPs and health centers (based on local interests and opportunities) will seek to establish or participate in partnerships that extend health centers' abilities to improve social factors that directly affect health, promote equity and social justice and improve quality of life for people served.

In addition to other health care organizations, partners could include schools, food supply entities, housing agencies, economic development corporations, etc. Developing functional and mutually beneficial partnerships will require a sensitivity to local context; identification of specific shared outcomes; creative, innovative approaches; and an awareness of competitors within the markets in which health centers operate.

### **Policy Matters**

As the national voice for community-based health centers, NACHC promotes the mission and accomplishments of health centers and works to secure ongoing support and resources to protect and strengthen health center services and expand access to them for people and communities in need. Working in tandem with State and Regional Primary Care Associations, NACHC:



- ❖ Continuously monitors the changing health care environment at all levels.
- ❖ Conducts in-depth analysis of key legislative and regulatory issues affecting health centers and the delivery of health care to the medically underserved and uninsured.
- ❖ Educates policymakers, regulators, academia, corporate America and the public about the critical role health centers play in the nation's health care system and on issues that impact health centers and health center advocates through a strong collective voice.

### **Research & Data**

Produces fact sheets, infographics, snapshots, and more, covering topics relevant to health centers.

### **Advocacy Center**

More than 175,000 advocates strong, NACHC is a robust grassroots network fighting for good policies and sustainable funding for America's Health Centers.



**HEALTH CENTER**  
Advocacy Network

### **Training for Health Center Professionals**

NACHC's training program strives to empower adult learners with strategies and best practices to address challenges facing today's health centers. National training workshops are offered throughout the year. Online learning events and other educational resources are provided on an ongoing basis.



## ROLE SUMMARY

---

NACHC's 50-plus year history is rooted in a national movement – born out of the civil rights and social justice movements of the 1960s – that today provides affordable, high-quality, primary and preventive care to millions of people and reduces the need for costlier forms of care. The organizations' tremendous growth and impact are indelibly tied to the long and successful tenure of its previous President & CEO who propelled NACHC to become a premiere association supporting 1,400 health centers including approximately 800 members.

NACHC has garnered tremendous bi-partisan support and funding to ensure access to care at health centers in rural and metropolitan communities. This support was especially demonstrated during the COVID-19 pandemic when community health centers played a vital and unique role in vaccine distribution and COVID-19 testing to address the social and medical needs for those most at risk for severe health outcomes.

During this time of unprecedented need for community health centers, NACHC is seeking a new President & CEO who is an experienced leader and executive to be a national voice for the community health center movement while also growing membership and developing an internal culture of inclusion and innovation.

Reporting to the 33-member Board of Directors and the Executive Committee, the President & CEO executes the mission and strategic plan (with its six pillars) of NACHC as approved by the Board. The President & CEO is responsible for:

- ▼ Driving mission to the overall success of the organization;
- ▼ Ensuring financial support for community health centers and NACHC;
- ▼ Advancing its reputation as a national leader and partner;
- ▼ Shaping organizational culture through a DEI lens where all employees can thrive;
- ▼ Providing visionary leadership, guidance and mentoring to the senior leadership team;
- ▼ Developing effective communication and partnership with state primary care associations, health center-controlled networks, and other partners serving the primary care needs of citizens in the US;
- ▼ Developing a strong operational and programmatic model with associated infrastructure and metrics to meet financial and organizational goals;
- ▼ Encouraging operational innovation and efficiencies via technology and process improvements to meet members' needs;
- ▼ Providing service delivery and training that supports community health centers in building the future workforce.

This is an ideal opportunity for someone who strongly supports NACHC's mission, enjoys a national presence, is creative and a forward-thinking leader to help advance the organization to its next stage of development. The new President & CEO must also position NACHC to be a credible voice and source on



the role community health centers have in the evolving U.S. healthcare delivery system, including improving health outcomes, reducing per capita total cost of care, and reducing health disparities. Critical objectives will be to stabilize national funding; continue to grow NACHC's membership; enhance internal operations and processes; attract the best talent and ensure they are highly engaged in the mission.

- ▼ NACHC's annual revenue is nearly \$40M and the staff is comprised of approximately 125 employees. The President & CEO has 10 direct reports on the executive leadership team.
- ▼ The President & CEO must be an authentic and connected leader and communicator in order to create coalitions and partners to further the health center movement.
- ▼ The President & CEO must leverage their experience in strategic planning to chart the organization's critical path to success.
- ▼ Relying heavily on the executive leadership team, the President & CEO must be an innovative and accomplished administrator and problem solver, with demonstrated leadership experience, excellent organizational skills, financial acumen and proven success in supporting a world class leadership team and managing a strong, diverse staff within a complex organization.

### Primary Responsibilities

- ▼ Works with Board of Directors to develop and implement policies that advance progress towards NACHC's mission, enable sustained growth in membership and substance, and maintain the organization's financial health.
- ▼ Grows and sustains health center funding.
- ▼ Maintains a positive and productive work environment that fosters board/staff teamwork, and appoints staff liaisons to Board committees.
- ▼ Directs and manages all executive staff members and resources to develop, implement and ensure continuous progress regarding the organization's Strategic Plan.
- ▼ Ensures ethical business practices and compliance with applicable laws and regulations.
- ▼ Promotes NACHC among member and non-member health centers in order to increase organizational awareness and membership.
- ▼ Develops and offers educational content that bolsters health center board and staff proficiency and improves health center infrastructure and performance.
- ▼ Develops business initiatives that simultaneously aid health centers and NACHC.
- ▼ Provides management oversight that ensures cost effective operations.
- ▼ Builds and maintains a diverse and inclusive workforce sufficient to conduct day-to-day business and advance organizational priorities.
- ▼ Ensures equitable staff development, advancement, and market-driven compensation.



- ▼ Monitors and educates constituents regarding relevant legislative and regulatory policies, promoting those that support health centers and opposing those that are deleterious.
- ▼ Proposes, advocates for, and assertively pursues federal policies that advance health centers.
- ▼ Works in close collaboration with State/Regional Primary Care Associations (PCA) to monitor applicable state policies and support PCAs, as requested.
- ▼ Nurtures productive relationships with representatives of the White House, members of Congress and relevant federal agencies (e.g., SAMHSA, HRSA, CMS, etc.), as well as national leaders ranging from private sector healthcare, technology, media, and more.

## COMPETENCIES

To perform the job successfully, an individual should demonstrate the following competencies and skill sets:

### Skill Set: Communications

- ▼ **Oral Communication** – The ability to express oneself clearly in conversations and interactions with others. Speaks clearly and can be easily understood. Organizes ideas clearly in oral speech. Expresses ideas concisely in oral speech. Summarizes or paraphrases his/her understanding of what others have said to verify understanding and prevent miscommunication. A dynamic speaker, able to move audiences with emotion and logic.
- ▼ **Written Communication** – The ability to express oneself clearly in business writing. Expresses ideas clearly and concisely in writing. Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through the use of headings). Writes using concrete, specific language. Spells correctly. Writes grammatically. Uses punctuation correctly.
- ▼ **Interpersonal Awareness** – The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others. Understands the interests and important concerns of others. Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other non-verbal behavior. Understands the unspoken meaning in a situation. Says or does things to address others' concerns. Maintains a positive and respectful attitude with all work-related contacts.
- ▼ **Customer Orientation** – The ability to demonstrate concern for satisfying one's external and/or internal customers. Quickly and effectively solves customer problems. Talks to customers to find out what they want and how satisfied they are with what they are getting. Let's customers know they are willing to work with them to meet their needs. Helpful, positive manner with peers, subordinates and customers. Communicates regularly with the Board Chair and Board of Directors.



### Skill Set; Achieve Results

- ▼ **Technical Expertise** – The ability to demonstrate depth of knowledge and skill in key work process areas. Is sought out as an expert to provide advice or solutions in his/her area. Is knowledgeable in the tools used to support key work processes. Can train and coach key work processes to staff in their area. Is aware of and follows agency policy and procedures consistently.
- ▼ **Initiative** – Identifying what needs to be done and doing it before being asked or before the situation requires it. Seeks out others involved in a situation to learn their perspective. Takes independent action to change the direction of events.
- ▼ **Results Oriented** - The ability to focus on the desired results of one’s own work, setting challenging goals, focusing efforts on the goals, and meeting or exceeding them. Maintains commitment to goals in the face of obstacles and frustrations. Finds or creates ways to measure performance against goals. Has a strong sense of urgency about solving problems and getting work done.
- ▼ **Innovative** - The ability to conceptualize, develop and implement new beneficial ideas, programs, services and business practices and initiatives that enable growth.
- ▼ **Thoroughness** – Ensuring that one’s own work and information are complete and accurate. Sets standards and procedures to ensure high quality work (e.g. review meetings). Verifies information. Checks the accuracy of own work. Develops and uses systems to organize and keep track of information or work in progress. Carefully prepares for meetings and presentations.

### Skill Set; Self-Management

- ▼ **Stress Management** – The ability to continue to function effectively when under pressure and maintain self-control in the face of hostility or provocation. Remains calm under stress. Can effectively manage several problems or tasks simultaneously. Controls his/her response when criticized, attacked, or provoked. Maintains an appropriate sense of humor under difficult circumstances. Evidences the ability to cope with stress because of high emotional intelligence.
- ▼ **Personal Credibility** – Demonstrated concern that one be perceived as responsible, reliable, and trustworthy. Conducts self in a manner that reflects NACHC’s Values at all times. Adheres to all NACHC Policies and Procedures. Does what they commit to doing. Meets performance expectations and performs duties as workload necessitates. Is a person of integrity. Is honest and forthright with people. Takes responsibility for own mistakes; does not blame others. Conveys a command of the relevant facts and information. Consistently reports to work on time, prepared to perform the duties of the position.



## QUALIFICATIONS

**Education:** Graduate level education preferred (e.g., MPP, MPH, MHA, MBA, MSN, MSW, PhD, JD, MD).

**Supervisory Relationships:** Responsible to the Board of Directors; Supervises senior leadership team.

**Experience and Key Competencies:** Minimum of ten (10) years as a senior executive. The preferred candidate will have a combination of the following observable and measurable knowledge, skills, abilities, experience (career and voluntary) and personal attributes:

- ❖ **Leadership Attributes** – A track record as a charismatic, visionary leader and serving as an effective manager.
- ❖ **Health Equity Track Record** – Demonstrable experience understanding structural inequities and making operational changes that enable more equitable outcomes.
- ❖ **Advocacy & Policy** – Federal policy development and advocacy experience.
- ❖ **Mission Alignment** – Familiarity with the health care industry and the health center movement; Primary care industry knowledge is desirable.
- ❖ **Operations Leadership** – Experience in or active knowledge of association management is preferable. Must possess familiarity with executive level leadership of a national organization.
- ❖ **Partnership & Coalition Building** – Proven accomplishments in partnering and collaborating with a wider array of national and local stakeholders (e.g. private, public, foundations, etc.) and demonstrated results in developing or forwarding national movements or campaigns.
- ❖ **Communications** – Reputation of having excellent written and verbal communication and public speaking skills.
- ❖ **Accessible** – Reputation and track record of actively listening to constituents in the formulation of vision and prioritized action plans; desire and willingness to prioritize presence in the field, meeting directly with membership to gain a firsthand understanding of what is happening “on the ground.”

**Knowledge/Abilities:** Demonstrated skills in legislative and regulatory development processes, government relations, business and program development, finances and grant/funding development, and personnel recruitment, management and development. Must have excellent written and verbal communication and public speaking skills.

**Physical Demands/Working Conditions:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Working conditions are normal for an office environment. Work will require weekend and/or evening work, as required.

**Travel Requirements:** Routine out-of-state travel is required to connect with current and prospective members and to attend constituent professional meetings (e.g., State/Regional Primary Care Associations, Health Center Controlled Networks, etc.) and meetings of complimentary national healthcare with allied organizations.



## HEADQUARTERS

NACHC is headquartered in Bethesda, Maryland and has offices in Alexandria, Virginia. Bethesda is a thriving urban center near the nation's capital and home to many fabulous restaurants, retailers, and arts venues. Bethesda is one of the most vibrant and prosperous cities in the country, with a highly educated population and close proximity to national institutions. It's an extremely accessible city, very close to Washington, D.C., and it's easy to travel to other regional landmark cities like New York City and Philadelphia.



The Washington metropolitan area (also known as the National Capital Region) includes all the federal district and parts of Maryland and Virginia.

The Washington D.C. area is home to hundreds of major research universities, think tanks, and non-profit organizations. Additionally, Washington, D.C. is a top tourism destination as Americans and foreigners from around the world visit the seat of Government, museums and monuments of the Capital city year-round with the peak season being during the Spring and Summer months of April through August. The cherry blossoms are a favorite tourist attraction in the Spring. Moreover, the Washington D.C. area attracts major conferences and conventions each year, which also contribute greatly to the region's economy. Professional sporting teams are a huge attraction for residents and visitors of Washington, DC. The Wharf reestablished Washington, DC as a waterfront city and destination given the abundance of new housing, restaurants and hotels.



Maryland is a Mid-Atlantic state that's defined by its abundant waterways and coastlines on the Chesapeake Bay and Atlantic Ocean. Its largest city, Baltimore, has a long history as a major seaport. Fort McHenry, birthplace of the U.S. national anthem, sits at the mouth of Baltimore's Inner Harbor, home to the National Aquarium and Maryland Science Center. Given its beautiful shoreline, residents and visitors vacation on southern shores of Maryland. Several new attractions and entertainment venues exist in Maryland that have become popular locations for dining and relaxing. Residents of Maryland also commute to Washington, DC for work as Maryland, historically, has had more affordable housing.



## SEARCH TEAM

---

### **NEYSA DILLON BROWN**

**Managing Director, Healthcare Services  
Healthcare Practice Leader, Diversity, Equity,  
and Inclusion**

470.599.2687

[Neysa.Dillonbrown@divsearch.com](mailto:Neysa.Dillonbrown@divsearch.com)

### **JASON LEÓN, CPA**

**Managing Director**

**Office Managing Partner | Washington, DC**

m. 202.617.5686

[Jason.Leon@divsearch.com](mailto:Jason.Leon@divsearch.com)

### **DIANNE DOWNEY**

**Vice President and Senior Search Associate**

215.656.3564

[Dianne.Downey@divsearch.com](mailto:Dianne.Downey@divsearch.com)

### **GAIL NIXON**

**Executive Assistant & Project Manager**

215.284.9813

[Gail.Nixon@divsearch.com](mailto:Gail.Nixon@divsearch.com)

15361\_January2023