



## **President and CEO**

### Leadership Profile

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## **Contents**

- 01** The Opportunity
- 02** Organization Overview
- 05** Position Summary
- 08** Goals and Objectives
- 09** Candidate Qualifications
- 11** The Community
- 12** Procedure for Candidacy / Timeline

## The Opportunity

San Francisco Community Clinic Consortium (SFCCC) seeks a diplomatic, energetic and progressive executive to serve as its next President and Chief Executive Officer (CEO). The new CEO will lead a dynamic nonprofit health care organization that is respected and trusted at the local, state and national level. SFCCC's mission is to improve the health and well-being of those greatly impacted by systemic oppression (marginalized communities), which includes low-income, homeless, immigrants, Black, Asian, Pacific Islander, Indigenous People of Color (BIPOC), LGBTQ, HIV+ and older adult citizens of San Francisco.

The CEO will support and lead a strong partnership of 12 independent nonprofit community clinics and health centers, which collectively provide primary care and specialty services to more than 14% of San Francisco's population. The CEO will lead a talented, dedicated team and work collaboratively with the Board of Directors and a broad array of partners to develop innovative programs and advocate for public policies that ensure coordinated, comprehensive and efficient access to health care that is community-based, culturally and linguistically appropriate and patient centered. A leader who is highly mission driven and passionate about purposeful work will be most successful. The CEO must show resiliency and willingness to do what is right for the member clinics as a whole.

The CEO is primarily a partner to the 12-member Health Centers and clinics that comprises SFCCC, who seeks innovative and leading edge solutions that provide the greatest collective impact and benefit to the health centers and their patients. The CEO is responsible for the leadership, advancement and management of SFCCC sponsored programs, policy activities and initiatives that serve the health care delivery system within San Francisco City and County. The SFCCC Board of Directors and the member health centers look to SFCCC and the CEO for visionary leadership, influence and creative strategies that advance the mission of SFCCC. Given the broad responsibility and influence of SFCCC, this is a unique opportunity to lead a mission driven organization serving one of the most diverse communities in the country.

## Organization Overview

San Francisco Community Clinic Consortium (SFCCC) is a partnership of 12 nonprofit community health centers and clinics serving 112,600 patients annually at 27 sites. Founded in 1983, SFCCC is a 501c (3) nonprofit that works in partnership with community-based Health Centers/Federally Qualified Health Clinics (FQHCs) and numerous community health partners, government and nonprofit entities. The organization was created as a proactive response to the national trend of escalating health care costs and decreased government funding. This crisis prompted the original nine clinics to form a partnership to maximize resources and leverage their political stance. At the heart of this collaborative venture is an unwavering commitment to ensure accessible and affordable (low-cost or free), quality health care services for all San Franciscans -- the driving force upon which these clinics were founded.

Health services are provided through the 12 non-profit health centers and clinics with SFCCC providing mobile health care services for outreach and treatment for homeless patients. SFCCC's 38 years of work has focused on creating new models and funding of access to care, movement towards value-based care through centralized Continuous Quality Assurance Board work, a workforce development program and policy/advocacy leadership on local, state and national levels.

SFCCC works for the success of its partner health centers and its patients by providing a spectrum of opportunities and centralized initiatives, compliance, CQI, technology sharing, and leading edge policy and advocacy services that enhance and expand the quality and delivery of care. By looking for opportunities to integrate shared needs, SFCCC can leverage efforts and resources while increasing collaboration among the partners and the systems of care in the San Francisco safety net.

SFCCC is a federal grantee for two major national initiatives, the Health Care for the Homeless and Ryan White Part C grants, which they in turn channel funds through sub-recipient agreements with the San Francisco Department of Public Health and member clinics. With an operating budget of approximately \$10 million and 17 employees, SFCCC returns nearly 70% of its total funding to partner clinics for direct services, and supports the partnership in four principal areas:

- Expansion of the Primary Health Care Services Delivery
- Supporting Partner Clinics, Providing High Quality, Cost-Effective Health Care
- Collaborating with the Provider Health Care Network to Enhance Access to Health Care
- Providing Leadership in Health Policy and Advocacy

### Member Clinics:

BAART Community HealthCare  
Curry Senior Center  
HealthRIGHT 360  
Marin City Health & Wellness Center  
Mission Neighborhood Health Center  
Native American Health Center

North East Medical Services  
Planned Parenthood Northern California  
San Francisco Community Health Center  
San Francisco Free Clinic  
South of Market Health Center  
St. Anthony's Medical Clinic

SFCCC is an influential partner in the health care system in San Francisco and serves as a trusted, credible resource and thought-partner for numerous elected officials, government health entities, funders and regulators as they navigate the changing landscape of health care delivery regulations, policies and innovations. Current areas of focus and urgency include addressing health disparities resulting from Covid-19 such as substance use disorders and serious mental illness. SFCCC will need to utilize internal strategies to address the changing Medi-Cal (Medicaid) market in California, which will be led by the CalAIM (California Advancing and Innovating Medi-Cal) initiative. This is a multi-year initiative by the Department of Health Care Services (DHCS) to improve the quality of life and health outcomes by implementing broad delivery system, program and payment reform across the Medi-Cal program. CalAIM's primary goals are to manage member risk through whole person care and address social determinants of health, reduce complexity and increase flexibility, and improve quality outcomes. SFCCC will need to apply strategies for value-based care, Enhanced Care Management particularly for people experiencing homelessness (PEH), patient-centered care, Alternative Payment Systems, managed care policy initiatives, improved electronic health records, and workforce development and training. Working with expanded Medi-Cal payments to address many of these challenges and improve outcomes, is a top priority of SFCCC.

**Programs:** SFCCC is a trusted organizational partner and leader in San Francisco and implements federally funded grant programs within the city. These include:

#### **Health Care for the Homeless (HCH)**

SFCCC is the grantee for the San Francisco Health Care for the Homeless Program (SFHCHP), which was first established through the federal McKinney Homeless Assistance Act of 1987. Of the homeless clients served by SFHCHP in 2018, 90% are living at or below the federal poverty level and 62% are uninsured. During 2020, the SFHCHP served over 21,000 patients and provided over 110,000 medical visits and service encounters. SFCCC's HCH Program is funded with \$7 Million in federal funds (27%), \$5.5 Million in Program Income (21%) and \$13.6 Million in non-federal income (52%), totaling \$26 Million.

#### **Ryan White HIV/AIDS Services**

SFCCC has served as a federal Ryan White Part C grantee since the inception of the federal Ryan White Comprehensive AIDS Resources Emergency (CARE) Act in 1990. We provide comprehensive primary health care through a unique partnership with four SFCCC member organizations and SFDPH, with accessible services at seven strategically located sites in San Francisco operating as a continuum of care to support achieving San Francisco's "Getting to Zero" goals.

#### **SFCCC Health Care Access and Enrollment**

SFCCC coordinates eligibility and enrollment efforts with our member health centers to ensure their staff have the tools to successfully enroll patients in Medi-Cal, Covered California, Healthy San Francisco, and other programs for which they are eligible. SFCCC provides our member clinics with training, resources and updates on program changes and technical support.

#### **Workforce Development**

The United States is experiencing a primary care workforce shortage and the demand for safety net providers with multiple cultural competencies is predicted to keep increasing. With expensive living costs and low salaries for primary care providers, San Francisco is no exception. SFCCC makes workforce development a top priority and is the HRSA-designated Area Health Education Center (AHEC) for the City and County of San Francisco.

**National Health Corps SF - AmeriCorps**

In May 2019, SFCCC was selected to be a new National Health Corps (NHC) operating site under the AmeriCorps program administered by Health Federation of Philadelphia. NHC members will gain invaluable experience while supporting the health care safety net by serving at host sites such as community health centers and Department of Public Health sites to provide health education and care to vulnerable and underserved SF residents.

**Current Partnerships (abbreviated list)**: SFCCC recognizes that their work is interdependent on several groups and they benefit from collective wisdom and knowledge of their many partnerships.

**Kaiser Permanente, Northern California**

Kaiser Permanente, Northern California, has partnered and funded SFCCC for several years to implement its PHASE program (Preventing Heart Attacks and Strokes Every day). PHASE is Kaiser Permanente's successful program of reducing cardiovascular risk in its members, primarily by improving the treatment of diabetes and high blood pressure, the two most common risk factors for heart attacks and strokes.

**National Association of Community Health Centers (NACHC)**

SFCCC is a member of the National Association of Community Health Centers (NACHC). NACHC and its members serve 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.

**California Primary Care Association (CPCA)**

SFCCC partners with the California Primary Care Association (CPCA) to inform and educate state elected officials on issues important to community health centers and the patients we serve. SFCCC comments on pending administrative guidance, the introduction of new bills, and regularly visits elected officials to foster communication regarding current issues before the legislature.

**Zuckerberg San Francisco General Hospital (ZSFG)**

Almost all SFCCC member health centers send patients to Zuckerberg San Francisco General Hospital, formerly San Francisco General Hospital, for services not available in the Health Centers, including the Emergency Department, inpatient services for patients who require admission to the hospital, urgent care at night and on weekends, specialty clinics such as Cardiology, clinical laboratory for blood tests, radiology for x-rays and scans, physical therapy, and a number of other services.

**San Francisco Department of Public Health (SFDPH)**

The San Francisco Department of Public Health owns and operates the San Francisco Health Network, its health care delivery system that includes ZSFG, Laguna Honda Hospital for rehab and long-term care, community-based Primary Care clinics, Behavioral Health (mental health and substance abuse services), Jail Health, and other clinical services. It also operates the Population Health Division, which provides public health services such as communicable disease control and vital statistics. SFCCC has collaborated with DPH for many years to improve the care provided in the San Francisco safety net, of which SFHN and SFCCC are the two major components; that collaboration currently is at the highest levels.

**University of California, San Francisco (UCSF)**

UCSF medical students, nursing students, and interns and residents have long rotated through SFCCC's SOS Program and several of our partner health centers, providing needed clinical services and an opportunity for Health Center doctors and nurse practitioners to teach trainees, a popular benefit. UCSF has operated a number of community-based programs, which have been utilized by patients of our member health centers, conducts clinical and public health research that benefits our patients, and provides clinical services at its various locations that are utilized by many health center patients, some under contract with ZSFG for services not provided at ZSFG.

**San Francisco Cancer Initiative (SF CAN)**

San Francisco Cancer Initiative is a collaborative effort affiliated with the UCSF School of Medicine with a mission of reducing the burden of cancer in the City and County of San Francisco. SF CAN has been collaborating with SFCCC for the past year around the goals of increasing screening rates for colorectal cancer among SFCCC clinic populations, primarily through stool testing, and ultimately lowering the disease burden of colorectal cancer in those populations, primarily through increasing the rates at which patients with a positive screening test go on to get a colonoscopy, a procedure which examines the colon and can remove polyps which will eventually become cancerous.

**San Francisco Health Plan (SFHP)**

SFCCC and its member health centers partner with San Francisco Health Plan, a licensed Medi-Cal (Medicaid) managed care health plan that provides affordable health care coverage to over 145,000 low and moderate-income residents. Currently, SFCCC member health centers are involved in implementing the Health Homes Initiative and SFCCC is working with SFHP to enhance our follow up with patients who had an emergency room visit. The CEO of SFCCC holds a board seat on SFHP.

**SFCCC VISION**

SFCCC envisions a future in which all persons have access to quality health care in culturally, linguistically, and population-sensitive community-based settings.

**SFCCC MISSION**

SFCCC is a partnership of nonprofit health centers that provides leadership and fosters innovation to improve community health and patient care.

For further information on SFCCC please visit: <https://www.sfccc.org/>

## Position Summary

### Reporting Relationships

The CEO reports directly to the SFCCC Board of Directors, which is comprised of the executive leaders of the 12 member health clinics.

The CEO has direct oversight of the Executive Management Team comprised of the Chief Medical Officer, VP of Policy and Advocacy, VP of Finance and Operations, and VP, Compliance and Quality Assurance.

### Responsibilities

The successful CEO candidate will provide leadership in the following areas:

#### Vision and Strategy

- Provide leadership to the SFCCC Board of Directors and SFCCC staff in refining and implementing the vision, mission and strategic plan for the organization and developing related funding plans and models in support of the sustainability of the organization, its staff and infrastructure.
- Provide regular updates to the Board and community on progress toward achievement of the goals and objectives of the strategic plan and ongoing programs.
- Implement the optimal organizational structure, systems, and processes to adequately support partner Health Centers and patient services and maintain internal effectiveness, while minimizing administrative costs.

#### Board/CEO Partnership

- Provide Board members with the information and resources regarding health care policy changes and issues that support the strengthening of all member Health Centers and the overall health delivery system.
- Demonstrate strong leadership regarding roles and responsibilities that foster effective communication and partnership between Board and SFCCC Executive Management Team and staff.
- Educate member clinics on state and federal healthcare initiatives that impact community health centers in terms of payment models and payment reform and how to adapt to the changing healthcare environment.
- Encourage the sharing of data, technology and platforms between health clinic members to demonstrate healthcare outcomes and collaboration between members.



**Public Policy, Advocacy and External Relationships**

- Keep abreast of trends and changes in the healthcare delivery system that impact community Health Centers both in terms of payments and patient-centered care and outcomes.
- Supervise the VP of Policy and External Affairs to educate and be a reliable resource for elected and appointed government officials on health care issues and community-based health care.
- Direct the development and distribution of public policy position statements to the public and health care professionals and promote SFCCC and partner health centers to the media.
- Engage with the numerous entities committed to the health care safety net and SFCCC initiatives at the local, state and federal levels. This includes:
  - San Francisco Department of Public Health
  - San Francisco Health Plan
  - Local hospitals and other health and human service providers
  - Local educational institutions
  - California Primary Care Association
  - CA Department of Health Care Services
  - US Dept of Health & Human Services (HHS) and specifically, Health Resources & Services Administration (HRSA), and the Centers for Medicare & Medicaid Services (CMS)
  - Elected officials at all levels of government

**Organizational Effectiveness and Executive Leadership**

- Be a confident and visionary executive leader who is inclusive, transparent, supportive and can guide senior staff in the achievement of their goals while increasing their job satisfaction.
- Supervise and sustain a high performing Executive Management Team and Program Directors who are enthusiastic about the strategy and impact of the organization's strategic goals, programs and mission.
- Be seen as a leader for Diversity, Equity and Inclusion within SFCCC and member clinics. Establish a transparent employee hiring and retention process for SFCCC.

**Continuous Quality Improvement (CQI) and Program Evaluation**

- Work with the SFCCC Board and supervise the VP of Compliance and Quality Assurance and the Chief Medical Officer to assure a top-quality CQI program is functioning for the majority of programs and services offered by SFCCC.
- Ensure all compliance staff regularly report to the SFCCC Board of Directors on CQI outcomes.
- Ensure development and implementation of program evaluation.

**Resource and Fund Development**

- Oversee the development and implementation of fundraising plans that further support the organization's strategies and goals.
- Create linkages between private and government funders to support health centers and SFCCC programs.
- Engage and gain buy-in from health center leaders in conceptualizing new Health Center and SFCCC projects for Board approval and implementation.
- Seek resources that may provide added funds for innovative systemwide change efforts.

**Fiscal Management and Finance**

- Supervise and work in partnership with the VP of Finance, Information and Operations to develop and continuously monitor the annual approved budget, maintain financial viability and sustainability, stay apprised through cash flow and forecasting reports, and keep the Board informed as changes occur.
- Ensure accurate financial controls and policies, and adequate staffing resources to effectively support the organization's operations.
- Work with contract subrecipients to assure compliance with all county, state and federal contract and grant funding requirements and conditions.

**Corporate Compliance**

- Supervise the VP of Compliance and Quality Assurance to ensure compliance with state, federal and local regulations.
- Ensure the organization and sub-recipients comply with HRSA/federal legislative regulations and requirements that promote the achievement of the Consortia's strategic direction.
- Ensure corporate policies and procedures are revised and updated as necessary.
- Work with the Board to monitor the SFCCC Corporate Compliance Program and inform the Board of any compliance matters that might emerge.

## Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- **Integrate Successfully into the Organization:** The CEO must get to know SFCCC's employees, Board; the community served and be sincerely interested in the various constituents. Establish a strong working relationship with the Board based upon trust. The CEO must maintain high visibility internally and externally, developing strong collaborative relationships and be viewed as a transparent, consistent, authentic and effective servant leader.
- **Advocacy and External Relationships:** The CEO is responsible for developing outstanding working relationships at the local, state and federal level. The individual must be relationship driven, partnering in nature, yet able to advocate on behalf of SFCCC for policies and legislation that will support community health centers, their staff and patients, convening robust workgroups to develop actionable agendas that lead to substantive change. Tactfully educate the Board of Directors on the benefits of advocacy work.
- **Strategic Planning:** Direct an ongoing, inclusive, strategic planning process, maintaining and refining the strategic plan and initiatives to ensure strategies are being implemented. Establish a vision for the future state of SFCCC and how this helps member clinics and patients alike that will galvanize SFCCC. Explore new lines of business to support and expand the infrastructure of SFCCC in a way that supports member clinics and the overall operational goals and vision of SFCCC, including policy and advocacy initiatives and models to benefit a membership, workforce development and training organization.
- **Strengthen Network Structure:** Continue to move SFCCC members towards a network structure encouraging collaboration and resource sharing between health centers. The new CEO must display a level of diplomacy and tactfulness while illustrating the benefits of member clinics working together for the common good of community members. Outline specific programs, projects and goals with measurable outcomes to show progress towards a better-defined structure. These should help member clinics with data request, IT needs and create accountability as a group. Educate member clinics on payment models and payment reform and how to adapt to change.
- **Additional Funding and Grants:** Identify potential grants and new sources of funding to broaden the impact and financial strength of SFCCC. The CEO must be well versed in grants and set a vision of how to pursue more long term grants and contract with other agencies to diversify SFCCC's funding sources. This leader must make inroads on foundational grants and fundraising with local and regional donors. Gain buy in from the Board of Directors on securing grants and inform members on the benefits of potential grants for SFCCC and individual clinics.
- **Diversity, Equity and Inclusion:** Establish structure and provide training that educates staff on diversity, equity and inclusion that connects to the mission and vision of SFCCC. This should include measurable goals that promotes increase diversity, provides equal opportunities for all persons and commits to guaranteeing a culture where differences are welcomed and every individual feels a sense of belonging.

## Candidate Qualifications

The President/CEO of SFCCC should have at least 10 years of successful and progressively responsible senior management experience in health care management, with an understanding of managed care and complex health delivery systems.

### Education/Certification

- A master's/advanced degree is preferred, ideally in healthcare, business, public administration, or a related field.

### Knowledge and Work Experience

- 3-5 years as a CEO or Executive Director is preferred.
- Experience and credibility with health care organizations and community providers.
- Possess business acumen that includes strong analytical skills, working knowledge of contract and grant administration, and understanding of data driven decision-making.
- Experience in health care policy and operations including alternative payment models.
- Knowledge of Health Centers, FQHCs and the overall health delivery system under Medi-Cal/Medicaid/Medicare. Some experience in health plans preferred.
- Current or previous work experience in the San Francisco and/or Bay Area market is preferred.
- Proven leadership skills including organizational development, personnel/people skills, fiscal management, fund development, long-term strategic planning.
- A proven track record of building internal and external relationships and communicating effectively with diverse audiences and constituents with differing needs and goals.
- Ability to bring together and work effectively with a Board of Directors composed of Executives/CEOs of member clinics.
- Training and understanding of racial equity, health equity and social justice and making these principles a priority in all business and personal transactions that support the BIPOC communities our Health Centers represent and serve.
- Politically savvy and experience with federal and local elected officials, understanding legislation and tracking of funding streams and trends at the various levels of government from city to national.
- Working knowledge of federal health departments and their priorities such as HRSA and HHS.
- Advocacy experience with local, state and federal agencies focused on health and social impact.

## Leadership Skills and Competencies

- Highly proactive and visionary leader who sets goals with clear metrics.
- Open-minded to new ideas and suggestions from a variety of stakeholders including board members, direct reports, staff members and community members.
- Proven relationship builder across diverse constituents focusing on common goals and objectives.
- Thought-leader and innovator who can exercise influence even without direct responsibility or control.
- An ethical and transparent leader who can motivate team members to perform at a high level.
- Flexible and adaptable, particularly with change management, while being resourceful.
- Ability to interface with media, legislative representatives and high-level government and agency officials.
- Highly skilled in delivering formal presentations to diverse audiences.
- Politically savvy and displays genuine curiosity in how to partner with others to achieve collective goals.
- Entrepreneurial approach to identifying new lines of business and opportunities.
- Ability to work in ambiguity without complete information or direction.
- Possess high emotional intelligence and empathy towards others.

## The Community

San Francisco is the heart of the Bay Area, a nine-county and 101-city major metropolitan complex with a population of more than 7.4 million, making it the fifth-largest market in the nation. The nine counties in the Bay Area include Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The San Francisco Bay Area is one of the world's leading regional economies and centers for international commerce, with an industrial base composed of thousands of technology and professional-services firms, regional and international airports and seaports. San Francisco's entrepreneurial and innovative spirit permeates the commercial centers where leading Internet and multimedia products are being developed daily.



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San Francisco is one of the world's most famous cities, with a population of over 800,000 residents and growing. One of the world's most ethnically diverse communities, San Francisco enjoys a formidable position in the global marketplace. The Bay Area's long-standing cultural and commercial ties with Asia and its diverse Asian population are critical components to maintaining San Francisco as the true gateway to the Pacific.

Residents in the Bay Area have several transportation choices and commute to work locations in San Francisco from the East Bay, North Bay, or Peninsula by automobile, BART, bus, train, or ferry. For more information on the San Francisco Metropolitan Area, visit:

<http://www.visitcalifornia.com/region/discover-san-francisco-bay-area>

<https://sfchamber.com/>

<http://sfgov.org/visitors>

<http://www.sanfrancisco.travel/>

## Procedure for Candidacy

Please direct all nominations and resumes to Chris Neumann and Mondria Davenport preferably via e-mail, to [mdavenport@wittkiewer.com](mailto:mdavenport@wittkiewer.com). Information that cannot be sent electronically may be forwarded to:

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Email: [mdavenport@wittkiewer.com](mailto:mdavenport@wittkiewer.com)

## Timeline

Potential interview dates for this position have been outlined as follows:

- Paper presentation of qualified candidates to Search Committee: Week of November 15<sup>th</sup>
- Round One interview dates: Week of November 29<sup>th</sup>
- Round Two interview dates: Week of December 6<sup>th</sup>

Selected candidates should plan to hold the above dates in the event they are invited by the committee to participate in the interview process.

***San Francisco Community Clinic Consortium follows all State of California and federal mandates as an equal opportunity employer to all, regardless of age, ancestry, color, disability (mental and physical), exercising the right to family care and medical leave, gender, gender expression, gender identity, genetic information, marital status, medical condition, military or veteran status, national origin, political affiliation, race, religious creed, sex (includes pregnancy, childbirth, breastfeeding and related medical conditions), and sexual orientation.***

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from San Francisco Community Clinic Consortium documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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