



St. Croix Regional Family Health Center

Executive Director / CEO

Executive Director Leadership Profile

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Executive Director / CEO St. Croix Regional Family Health Center

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The Opportunity

St. Croix Regional Family Health Center (SCRFHC), a nationally recognized Federally Qualified Health Center (FQHC), seeks a highly motivated, mission-driven, quality-focused, and experienced Executive Director/CEO, to lead the organization. The St. Croix Regional Family Health Center (SCRFHC) serves northern Washington County.

SCRFHC has three practice locations in the Washington County communities of Princeton and Calais and a school-based health center also located in Calais, serving 3,500 patients in 20 surrounding communities. Within the service area, East Grand Health Center (EGHC), a sub-recipient grantee, serves northernmost Washington County and several communities in southern Aroostook County. The service area's total population is 31,121. SCRFHC offers excellence in comprehensive health care, supported by 44 employees. SCRFHC is forecasting an approximate \$5.9 million annual budget for FY24, with total assets of \$6.3 million. Approximately 70% of revenue comes from billable services and 30% is grant revenue.

SCRFHC offers a broad range of evidence-based primary care and specialty services:

- Adult primary care
- Pediatric primary care
- School-based health center
- Dental care
- Behavioral health services
- Substance use services and MAT services
- Community food bank

SCRFHC patients and clients are culturally and socio-economically diverse, clinicians and support staff are skilled in providing inclusive and culturally competent care from the moment someone make an appointment through any follow-up or return care needed. SCRFHC believes everyone should have access to health care.

The high quality of SCRFHC's clinical care, its providers and support teams are evident by its achievement of 2023 NCQA PCMH Recognition and receiving 100% compliance in its most recent HRSA Operational Site Visit. Additionally, SCRFHC earned HRSA Community Health Quality Recognition (CHQR) badges in the areas of access, addressing social risk factors to health, advancing HIT, health center quality leader – gold, health disparities reducer, and PCMH.



SCRFHC is governed by a voluntary citizen Board of Directors with diverse patient representation that includes individuals with backgrounds in government, healthcare, business, and a broad spectrum of community engagement and advocacy.

SCRFHC's Executive Director, Corinne LaPlant, will be retiring in 2024 after 13 years leading the organization to its current success and 21 years of service with the organization. Its Board of Directors has initiated a national search to identify and recruit top-notch candidates to compete to lead St. Croix Regional Family Health Center into its next chapter of growth and exceptional service to the community.

Organizational Overview

Mission

The mission of the St. Croix Regional Family Health Center (SCRFHC) is to promote the health and well-being of the people in the region.

Purpose

The purpose for which the corporation has been organized is to develop and maintain a health care delivery system of the highest quality for all people. The St. Croix Regional Family Health Center is a community health center serving individuals and families regardless of social or economic circumstances, in a confidential, respectful, and compassionate manner. To assure continuity of primary care and to support the development of additional services to meet community needs. SCRFHC seeks a variety of funding resources including cost-based reimbursement, state, federal, and foundation grants.

Core Values

Caring: "We treat all people with empathy, dignity, and kindness."

Inclusiveness: "We respect all people, value diversity, and are committed to equity in providing care."

Excellence: "We strive to maintain the highest levels of quality and, where needed, to pursue continuous improvement in all of our services."

Collaboration: "We are dedicated to teamwork and encouraging and appreciating the contributions of our staff, patients, and community partners."

Stewardship: "We are a responsible and sustainable resource – as an employer, financially and environmentally – in the communities we serve."

History

In 1991, a group of concerned citizens, led by Princeton native, Harry Bailey, identified the need for affordable, quality primary care in our community and to serve surrounding communities. The health center doors opened in the former Princeton Elementary School.



SCRFHC received the Federally Qualified Health Center designation in 1993. Currently, there are 20 Maine FQHCs with over 70 practice locations.

As the needs of Princeton and surrounding communities grew, SCRFHC responded. In 1998, SCRFHC constructed the building at our current location of 136 Mill Street. Only the second floor was utilized with aspirations to eventually expand to the first floor.



The Evolution of SCRFHC

- In 2015, through board vision and strategical planning, SCRFHC established a dental care center on the first floor of the building. In 2022, we served more than 700 patients with approximately 1,700 dental care visits.
- In 2017, through partnership with Eastern Area Agency on Aging and Good Shepherd Food Program, SCRFHC began participation in two food programs to aid in the response to food insecurities in our communities. This is an ongoing and growing effort.

- In 2020, with the support of other Washington County health centers, SCRFHC opened a practice location in Calais, Maine. This practice location was established to provide integrated Substance Use Disorder (SUD) and Medicated Assisted Treatment (MAT) services with primary care services for two days per week. The need for expanded services was quickly apparent. This location is now open for services 5 days per week, with primary care, MAT and behavioral health services offered.
- The same year, the Blue Devil Health Center located in Calais, Maine, requested that SCRFHC provide medical services as part of their school-based health center.
- In 2022, an administrative building was added to our current location, this allowed for behavioral health services to be integrated and more centrally located to both primary care and dental care services.

After more than 32 years of service to the Washington County communities, SCRFHC has established the need for more staff space and patient space. SCRFHC has undertaken a 5000 sq. ft. expansion project to the main building. This expansion project will increase our ability to service patients by adding 6 additional exam rooms and a conference room/training space that will accommodate our entire staff. The project broke ground in April 2023 with an expected completion date of July 2024. This space was designed for the future growth of services.



For more information on SCRFHC, please visit our web site at: <https://scrhc.org/>

Position Summary

As Executive Director / CEO, you will be the highest professional officer of St. Croix Regional Family Health Center and will be responsible for the organization's performance – programmatic, administrative, and financial. You will oversee the planning, organizing, funding, and directing of activities across all sites, departments, and programs, creating an environment and culture which enables the federally qualified health center to fulfill its mission and to improve and maintain the health of individuals and families in Washington County, Maine.

As the primary spokesperson for SCRFHC you will proactively and persuasively represent SCRFHC's mission in its communities with current and potential donors and before legislative and regulatory leaders at the regional, state, and national levels. You will be an engaged and productive member of the community.

In addition, you will build strong external relationships, partnerships, and alliances, including local hospitals, local officials, legislators, federal agencies, community leaders and groups, foundations and other philanthropic or funding partners, and all key influencers. Learning the community and becoming the voice and face of the health center to all constituents will be crucial. You will be a known presence in civic and social activities in the community, and will be active in professional associations, conferences, and other settings that enable SCRFHC to learn best practices of other community health centers nationally.

This role demands a committed executive that understands the rapidly changing health care environment and will lead SCRFHC to thrive in this new world. You will report directly to the Board of Directors.

Responsibilities

- Works with the Board and leadership team to develop strategies for achieving the mission, purpose, and goals of the corporation, as well as ensuring financial viability.
- Provides staff support to the Board of Directors and its committees to assure that their knowledge of the Corporation's programs and goals is adequate to permit effective decision-making regarding budget, work plans and special projects. Serves as ex-officio member of the Board without vote.
- Manages and monitors HRSA sub-recipient East Grand Health Center according to HRSA guidelines and grant requirements.
- Serve as the voice and face of the organization internally to the providers and staff, as well as externally to the community, local or federal officials and other key influencers or funders where building solid relationships is essential. Continue to foster reputation as a sought-out resource on health care issues from a variety of political, civic, and other leaders in the community.
- Accountable for the operation, measurement, assessment, and improvement of the overall health center's performance, including cost, quality and member experience. Ensure operational excellence across all facilities, continually striving to improve the quality of care to the community and most importantly, work to attain the ultimate goal that anyone in the service area that seeks care can receive it, quickly and with respect.

- Establish systems and practices to support growing organization.
- Guide, coach and empower the management team; ensure continued support (training, career development, and retention) for existing talented and high-performing team.
- Foster a culture of excellence, service and accountability - both personally and for the organization.
- Develop a strong working relationship with providers, making sure there are effective lines of communication, their concerns are heard, and paying special attention to removing the barriers to providing care in the manner the providers know is essential, while also alleviating the pressures that lead to burn-out among providers.
- Ensure a culture of accountability and continuous improvement including the identification of concrete performance measures across SCRFHC's clinical, financial, operational, and patient experience. This includes employee and provider satisfaction and community service functions, as well as compliance with regulatory requirements. The ED will use metrics, including comparative data, to monitor and report progress in achieving goals and objectives that fulfill the mission and vision.
- Seek new donors, find the capital and identify collaborative efforts to enable sustainable programs and services. Nurtures donor relationships and has demonstrated ability to tell the "story" to a wide range of audiences, creating greater visibility and awareness at multiple levels.
- Champion diversity, equity, and inclusion across all operations, ensuring compliance with all state, federal, and other guidelines and programs, including Health Resources and Services Administration (HRSA), National Committee for Quality Assurance (NCQA), Maine Department of Health.
- Lead continued investment in innovative technology/equipment that will raise the level of care; information technology to create efficiencies and improve communications internally and externally; as well as consistent maintenance/improvement of facilities across SCRFHC.

Qualifications

Ideal Candidate

Our "Ideal" candidate should:

- Be driven by both personal and organizational values reflecting a passion for meeting the needs of patients in our service area.
- Be committed to SCRFHC's mission, a visible and approachable leader, who leads by interacting with and getting to know the employees and providers at all levels.
- Be a visionary, identifying possibilities for leveraging SCRFHC's expertise and assets to drive the organization's continued strong performance.
- Demonstrate a willingness to listen as well as a strong drive to transform ideas into action, experienced in leading the evolution of the health center in conjunction with the Board.
- Have a successful track record leading strategic initiatives and guiding organizational change where needed.
- Be strong at harnessing and leveraging technology to create greater efficiencies and assist all care providers in delivering greater care to the community.

- Demonstrate business acumen in today's evolving healthcare environment while achieving both clinical and operational excellence in an organization with strong financial stability.
- Be an authentic person with common sense and well-developed emotional intelligence – a pragmatic problem-solver who engages staff and stakeholders to be active participants in any solution.
- Value and respect contributions made by all caregivers.
- Be service-minded with a passion for impacting underserved communities, recognizing the 24/7 nature of the role and willing to be a visible and approachable partner in the community, as well as an advocate who can raise the visibility and awareness of SCRFHC's services.
- Have exceptional experience recruiting, developing, and mentoring, aligning necessary talent with the needs. The ED should be equally strong identifying and filling gaps, as well strategically hiring for the future to deliver new services the community needs.
- Be able to quickly understand and embrace the culture, mission of the organization, and predisposition of the staff and their values to serve vulnerable populations.
- Have a history of establishing high-trust relationships and being a true partner across all functions.
- Have a track record of building collaborative partnerships and strong alliances with local partners in care.
- Willingness to make a long-term commitment to the community, live in and become an active participant in community activities. Should have the gift of meeting people where they are, not imposing their own values.

Education/Certification

- Bachelor's degree in business administration, health care administration, management or related field.

Knowledge and Work Experience

- Minimum of 5 years of progressive leadership in a complex, multi-site, multi-functional, mission-oriented organization with a diverse portfolio.
- Senior-level executive experience in an FQHC, community health center, primary care facility, not-for-profit healthcare, or human services organization will be considered.
- Experience leading organizations under the Patient-Centered Medical Home (PCMH) model to deliver high-quality, cost-effective primary care.
- Demonstrated ability both to lead change and maintain organizational equilibrium as needed.
- Senior-level fiduciary management experience. Considerable experience preparing an annual operating plan, forecasting, managing balance sheets, budgeting, establishing financial controls, and mitigating risks.
- Experience navigating the rapidly changing payment and delivery landscape facing community health centers and positioning the organization as a model that other community health centers will continue to emulate. Experience leading a rural organization that is geographically dispersed a plus.

- A working knowledge and understanding of current trends, challenges, and issues with health centers, health care, and human service delivery. Understanding of and experience with FQHC reimbursement and payment/rates.
- Outstanding experience building relationships with staff, providers, and external partners that lead to increased engagement and strong partnerships that enable improved ability to serve the needs of the community.
- Track record of developing staff, creating collaborative teams, fostering a culture that embraces service excellence and innovation, and recognizes and celebrates staff successes. Has created a culture of empowerment, service, and accountability, plus an environment where employees feel their contributions and ideas are welcome and can see their impact on the mission.
- Experience with Boards and/or Board committees; experience working with volunteer Boards a plus. Demonstrated competency in employing technology to enhance efficiency, communications, reporting, advocacy, fundraising, etc. Understands the trends in electronic medical records, can make information technology work for the organization vs. being led by it.
- Experience serving as the voice/face of an organization, displaying gravitas and comfort as the primary spokesperson. Has committed a significant portion of time to connecting with the community (communications, fundraising, advocacy).
- Experienced in empathetic patient interactions, particularly among economically challenged communities. Track record of serving in a highly visible role and strengthening the brand and awareness for an organization.
- Knowledge of the healthcare environment nationally and in Maine, as well as its opportunities and constraints for SCRFHC.
- Knowledge and connection to Washington County or other rural setting would be of great value.
- Strong appreciation for philanthropy and a record of accomplishment of raising philanthropic dollars.

Personal Characteristics & Leadership Competencies

- **Authenticity.** An authentic, honest individual with steadfast integrity who leads with empathy, trust, and transparency, balanced with an ability to be decisive and firm, holding people and teams accountable.
- **Communication.** Ability to communicate effectively – i.e., to listen and provide appropriate responses – to all staff and other stakeholders.
- **Visionary.** Able to communicate a clear, concise vision and strategy for the organization including feedback mechanisms, so that all staff, providers and non-providers, trustees, and donors embrace the vision and feel a sense of ownership.
- **Mission Minded.** Deep commitment to, and belief in, health equity and the mission of community health centers. Track record of supporting and building initiatives that promote diversity, access, and inclusion.
- **Strategic Agility.** Demonstrated ability to prioritize strategic initiatives and drive them through to completion in a collaborative fashion. Sets goals, communicates plans and keeps all on the right path.
- **Data-Driven.** Relies on data to make key decisions, creating an environment where

the collection and evaluation of key performance metrics is the norm. Transparency in how decisions are made and healthy debate on direction should be equally important to SCRFHC's continued success.

- **Resilience & Joy in Work.** Able to successfully navigate a dynamic environment as a leader, and to provide support for health center staff as the center adopts new initiatives and addresses new care models. Effectively promote joy in work, both personally and for the health center staff.
- **Self-Awareness.** Emotionally intelligent with a genuine, approachable style.
- **Organizational Agility.** Organized, committed and diligent. Makes decisive strategic choices with input from a broad mix.
- **Cultural Sensitivity.** Facilitate positive, constructive interactions among staff, patients, families, and the community by demonstrating sensitivity to differing cultures, behaviors, and wellness perspectives.
- **Leading & Managing Teams.** Commitment to supporting and mentoring staff to ensure their professional development and job satisfaction. Delegates effectively. Able to get things done through teams.
- **Humble, Open, Inclusive.** Values-based leader with demonstrated respect and sensitivity to cultural/social differences.
- **Active Listening.** Earns trust through active listening, collaboration, and follow-through. Does not make decisions in a vacuum.
- **Systems Orientation.** Utilize both "big picture" and detailed "systems thinking" when analyzing issues and making decisions.
- **Open-Minded.** Welcomes debate, displays a willingness to adapt when needed and does not have functional bias when it comes to new ideas. Wants to understand other perspectives and weave them into decision-making.

Technology Skills

- Basic computer skills (Microsoft Office, EHR, online sources, etc.)
- HRSA Electronic Handbooks
- Ability to navigate other online software platforms as needed

Direct Supervision

- Senior Team (Finance Director, Operations Director, Quality Manager, Medical Director)
- Sub-Recipient Oversight

Location

This role is located in Princeton, Maine. There is the expectation that the Executive Director will work from the Princeton Office. Relocation to the service area is required.

Benefits

- Health insurance
- Dental insurance
- Disability insurance
- Paid time off
- Life Insurance

The Community

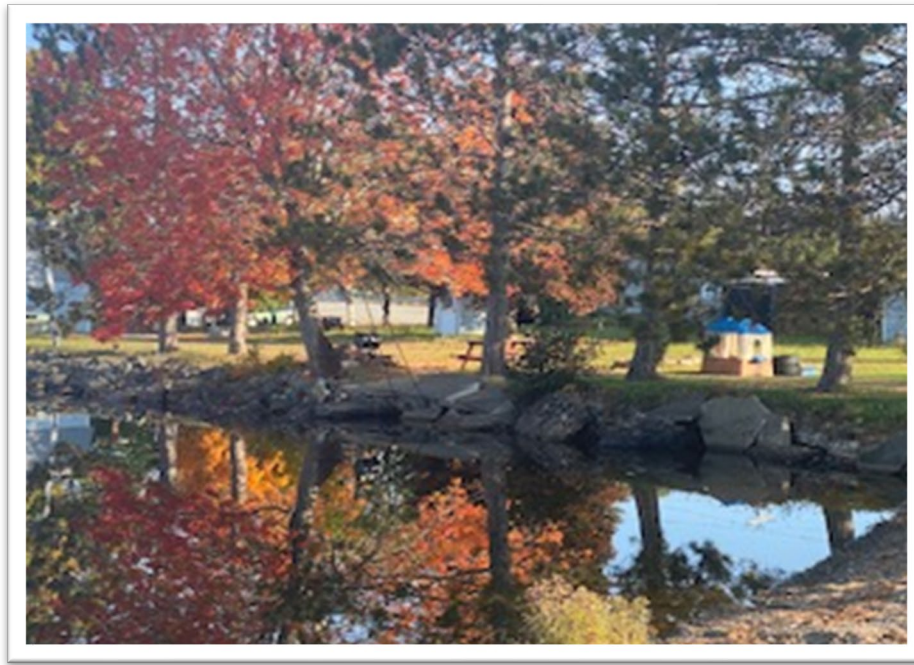
Washington County is sometimes referred to as the “Sunrise County” because it includes the eastern most point in the United States, and where many believe the sun first rises on the forty-eight contiguous states.

What makes Washington County so special is a question of an entirely different sort and demands a different response. It takes four hours to drive from one end of the county to the other. During that drive the topography changes, reflecting the glacial scouring of 10,000 years ago. Left behind were rock formations, lakes and streams, and wide-open expanses to rival the plains. And in that landscape and independent sort live, work and raise their families.

Washington county is a lot of things. It is the most gorgeous, has the deepest cargo port, the longest coastline including the Bold Coast, the highest tides, and produces the most lobster and clam landings. What Washington County does not have is lots of traffic lights, an interstate, a Red Lobster Restaurant, or poisonous snakes.

(Excerpts from Washingtoncountymaine.com)





For all its beauty, permanent housing in the region is surprisingly affordable. Many people are attracted to our area because of its beauty but ultimately, they decide to stay and raise families here because of the health and wellbeing that Washington County promotes.

Maine – the Way Life Should Be.

Websites:

Downeast Lakes Land Trust <https://downeastlakes.org/>

Princeton Elementary School <https://sites.google.com/su107.org/aos90/PES>

Eastern Maine Area School System - AOS 90 <https://sites.google.com/su107.org/aos90>

Washington County - <https://washingtoncountymaine.com/>

Maine Primary Care Association – <https://mepca.org/>

St. Croix Regional Family Health Center – <https://scrhc.org/>

Procedure for Candidacy

To apply for the Executive Director/CEO position, you *must* forward a copy of your cover letter, resume, and salary requirements directly to:

opportunities@scrhc.org **by December 31, 2023.**

All inquiries are confidential.