



Chief Medical Officer

Leadership Profile

January 2025

Prepared by Carl Fitch, Melaney Mooradian

The WittKieffer logo is displayed in a white, italicized, sans-serif font against a dark teal background. The logo is positioned in the bottom left corner of a large dark teal rectangular area that occupies the lower half of the page. A decorative graphic of thin, light blue lines forms a series of overlapping, curved shapes that flow from the left side of the page into the dark teal area, creating a sense of movement and depth.

WittKieffer

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The Opportunity

CCI Health Services seeks a dynamic, thoughtful and experienced leader to serve as its next Chief Medical Officer. This is an outstanding opportunity to serve a nationally recognized, nonprofit health and human services organization whose mission is to deliver high-quality, accessible care to community members, leading the way to a more equitable health care system for everyone.

CCI Health Services traces its roots back to 1969, when a group of volunteer health professionals opened Rockville's Roving Youth Leader Program for at-risk adolescents in Montgomery County. Since, then CCI Health Services has progressively grown to its scope today, which includes 11 medical, dental, and WIC sites and whose staff supported nearly 136,000 visits in 2024. CCI Health Services provides a wide variety of care areas, specialty services and coordination with local programs, including Primary Care, Women, Infants, and Children (WIC), Pediatric Care, Dental Care, Family Planning, Behavioral Health, Women's Health, Prenatal Care, HIV/AIDS and Infectious Disease Care, 340B Discount Drug Plan, Refugee Health, and COVID-19 services.

Reporting to the CEO and President, Sonya Bruton, PsyD, MPA, the Chief Medical Officer (CMO) is a key member of the executive leadership team whose primary role is to inspire and lead the clinical staff. The goal of the CMO is to ensure timely access to high quality medical care for patients through clinical systems improvements, recruitment and retention of providers, and oversight of the quality improvement initiatives. The CMO will lead efforts to center a team-based, patient/client-centered service and care delivery model that leverages the full capacity of a diverse, talented, and highly trained team of clinicians and staff, and will utilize data-driven approaches to identify and mitigate/eliminate health disparities in their care and service outcomes. They will actively advance the integration of clinical care and public health programs to ensure CCI Health Services patients and clients have access to a comprehensive array of care and services to support their health and well-being.

The CMO will collaborate with department leads and other members of the executive team to ensure alignment and coordination in their work. They will serve as the primary voice for CCI Health Services on clinical matters. The CMO will guide and engage the clinical staff, champion quality, foster clinical effectiveness and improve the patient experience. They will establish and maintain collegial relationships and strategic partnerships with organizations and institutions to leverage CCI Health Service's impact and will play a leadership role in assessing and integrating leading-edge clinical and care delivery best practices.

The ideal candidate will be a physician with deep understanding of and experience in primary care, and in multidisciplinary clinical environments that include behavioral health. The successful CMO will have a passion for providing outstanding care to a diverse community and a desire to improve systems to maximize efficiency, cost containment, and value to the community. Strong communication and relationship skills are essential to ensuring transparency and collaboration. Understanding the culture, mission of the organization, predisposition of the staff and their values to serve vulnerable populations and becoming a true partner across all functions will be critical to the CMO's success.

Based on CCI Health Service's more than 50-year history, the vibrancy and importance of its service mission, the complexity and depth of its services and the dedication and passion of the organization's employees and volunteers, the role of CMO at CCI Health Services is a truly exceptional career opportunity for a talented, authentic, mission-driven physician leader.

CCI Health Services Overview

CCI Health Services is a 501c (3) non-profit organization that brings high-quality, affordable healthcare to every patient during all stages of life. The organization traces its roots back to 1969, when a group of volunteer health professionals opened Rockville's Roving Youth Leader Program for at-risk adolescents in Montgomery County. Since, then CCI Health Services has progressively grown to the organization today, which is comprised of 11 medical, dental, and WIC sites and whose staff supported over 126,000 visits in 2023. CCI employs over 80 healthcare providers, including physicians and advanced practice providers. The organization's staff is committed to working to address the lack of affordable, culturally competent, and comprehensive healthcare options for underserved groups in Montgomery and Prince George's counties.

Mission

To deliver high-quality, accessible care to their community members, leading the way to a more equitable health care system for everyone.

Vision

A healthy and empowered community for generations to come.

Impact

Our values drive us to improve health outcomes for all people in our community.

Locations:

Montgomery County

- Gaithersburg – Medical Services, Behavioral Health Services, Dental Services, WIC
- Silver Spring - Medical Services, Behavioral Health Services, Prenatal Care, Dental Services
- Takoma Park - Medical Services, Behavioral Health Services, WIC
- Rockville
- Wheaton - Medical Services, Pediatric Services, WIC

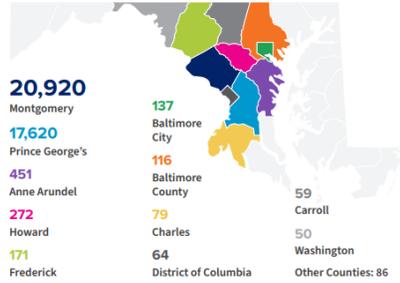
Prince George's County

- Greenway - Medical Services, Behavioral Health Services, WIC
- Ora Glen - Medical Services, Behavioral Health Services, Dental Services, Prenatal Care, Graduate Medical Education, Pharmacy

2024 Year by Numbers

40,025
Total Patients

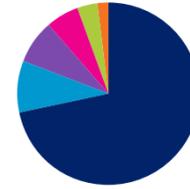
- CCI patients come from 10 out of 23 counties in the state of Maryland plus the District of Columbia.
- 58.75% of CCI patients come from Silver Spring, Hyattsville, & Gaithersburg
- Patients in Prince George's County come mainly from Hyattsville, Riverdale, & College Park



126,353 in-person visits + 9,636 virtual visits = **135,989 Total Visits**

Visits by Service

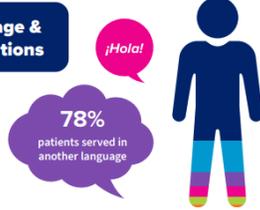
97,686	Medical
12,378	Dental
10,615	Case Management
7,949	Behavioral Health
4,760	Substance Use Disorder
2,601	Nutrition



Stats & Service Expansion

- 99% patients diagnosed with HIV were linked to care within 30 days of diagnosis
- Expanded the HIV/AIDS program to Silver Spring
- Began offering same day PrEP to prevent HIV
- Only 4.7% of babies born to CCI patients have a low birthweight compared to Maryland's 8.6%
- Expanded the CenteringPregnancy program to Silver Spring

Language & Translations



Race & Ethnicity

68%	Hispanic/Latino/Latina/Latine
15%	Black/African American
7%	Asian
5%	Unreported/Chose not to disclose
4%	White
1%	American Indian/Alaska Native

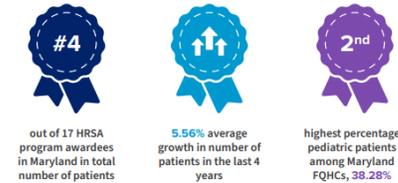
New location in Greenbelt, MD

The future home of Maryland's first FQHC operated Family Medicine Residency Program

64	Exam rooms
16	Dental operatories



Achievements



- 72.6% of pediatric dental patients received dental sealants
- 91% of CCI patients were screened for depression
- 93% of CCI patients who smoke received smoking cessation support

Programs and Services

Primary Care

CCI's primary care teams work to keep patients—of all ages—healthy through preventive care and well-visits. Their primary care teams specialize in internal and family medicine and pediatric care. They provide assessments, screenings, evaluations, immunizations, and referrals to specialists for adults and children. CCI serves patients regardless of insurance status or ability to pay, offering sliding-scale rates and flexible payment plans for patients.

The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)

CCI-WIC provides low-income pregnant, postpartum, and breastfeeding women and children under five with nutrition education, breastfeeding support, free healthy food, and referrals to other health and community programs at five locations. Three of the five sites are collocated with medical centers, enabling women and children receiving WIC to seamlessly address other health concerns that they may have.

Behavioral Health Services

Primary care teams coordinate care with behavioral health consultants for patients who show signs of or report mental health concerns. Behavioral health consultants develop individualized care plans to address each patient's mental health and well-being concerns. Services include individual, couples, and family counseling.

Dental Services

CCI's dental teams provide both preventive and restorative services. Routine examinations, teeth cleanings, x-rays, composite fillings, sealants, fluoride varnishes and simple extractions are all available at CCI.

Community Outreach

CCI conducts a number of outreach efforts to inform CCI's communities about health-related issues. CCI provides information about health insurance, the availability of health services, and the importance of regular preventive care through health fairs, workshops, and in local schools.

Refugee Health Assessments

CCI provides health assessments for asylees and refugees who resettle in Montgomery and Prince George's counties. Patients present their health records and receive a routine physical and mental health assessment. A mandatory second visit provides patients with preventive treatments and treatment for diagnosed conditions. CCI is one of only two agencies providing refugee health services in Maryland. CCI is the largest provider for refugee health services in Maryland.

HIV/Infectious Disease

HIV/AIDS tests are provided at all health center sites, but CCI also offers a dedicated treatment program for patients to prevent progression of the disease, further infections, recurrent infections, and complications. CCI is integrating HIV prevention services into all health centers by educating and prescribing PrEP to eligible patients.

Family Planning

CCI offers services, for both men and women, related to preventing unintended pregnancies as well as achieving planned pregnancies that result in healthy birth outcomes. Family Planning services include, contraceptive services, pregnancy testing and counseling, fertility services, STD testing and services, and more. At CCI, confidentiality and comfort are of utmost importance and measures are taken to ensure both.

Prenatal Care

Mothers who receive prenatal care tend to have better birth outcomes. CCI provides affordable prenatal and postpartum care services, including assessments and education, care management, behavioral health services, and referrals for high-risk patients. Through the innovative model Centering Pregnancy, CCI's prenatal patients receive care and support in group sessions throughout their pregnancies.

Pediatrics

Pediatric Care services are available at five (5) of CCI's primary care locations. Whether a child needs a checkup or vaccinations, CCI offers a range of services for children from infancy through young adulthood. During each routine well-child visit, a health care provider will check your child's growth and development, in addition to providing insight on variety of something for overall health and wellness. With programming such as Centering Pregnancy, Weight Management, Behavioral Health, CCI ensures that your child receives comprehensive primary care to help keep them healthy at all stages of life.

School Based Wellness Center Program

CCI delivers comprehensive health services to students, including those without health insurance, and their siblings. CCI's School-Based Wellness Centers (SBWC) address the health care needs of students in Montgomery County attending:

- Gaithersburg High School
- Kennedy High School
- Northwood High School
- Seneca Valley High School
- Watkins Mill High School
- Wheaton High School

These centers offer culturally effective and person-focused primary and preventive health care services. Their SBWC care teams include:

- physicians
- nurse practitioners
- medical assistants
- site managers

SBWC teams work with school staff, counselors, and outside professionals to create a convenient, collaborative student health experience.

Services CCI offers:

- Well-child exams
- Sick care
- Chronic illness management
- Minor injury treatment
- Vaccinations for eligible students
- Health screenings

In addition to primary care services, CCI provides on-site lab testing, medication prescribing and dispensing, dental varnish, and case management.

Recent Updates

Silver Spring Health Center Renovation

The Silver Spring health center has served as a hub for health throughout the city for over a decade. Recognizing its significance and the growing need, CCI built out the space in 2022 to accommodate more neighbors and include new services. They completed the project and opened their doors in January. The first of its kind in the county, their revamped health center doubled in size and now boasts 28 exam rooms, a renovated dental clinic, designated areas for patient-specific conditions and health needs, and their upcoming Teaching Kitchen program.

Opening Ora Glen

In October 2024, federal, state and local officials and community members gathered to celebrate CCI Health Services opening the new 48,000 sq. ft. location on Ora Glen Drive. The new health center features 64 medical exam rooms, 16 dental operatories, and an onsite pharmacy. The location will bring the full range of CCI's services to the community, including pediatric care, prenatal care, preventative medical screenings, dental cleanings and X-rays, vaccinations, and sexual and reproductive health services. The health center's onsite pharmacy will be open to patients and the entire community for more convenience. The health center will also be Maryland's first Family Medicine Residency Program self-sponsored by an FQHC.

Family Medicine Residency Program Update

In November 2021, HRSA awarded CCI a Teaching Health Center Planning and Development grant, positioning them to become Maryland's first Teaching Health Center and funding a CCI-operated Family Medicine Residency Program in Prince George's County. Since then, they've worked tirelessly to launch the program, with 2023 as a turning point in their planning. According to a study commissioned by Prince George's County in 2023, more than 1,000 primary care physicians (PCPs) are needed to address the countywide shortage. In January, CCI was named a Sponsoring Institution (SI) by the Accreditation Council for Graduate Medical Education (ACGME), a unique designation for a Federally Qualified Health Center (FQHC.) Six months later, they passed an inspection from the ACGME. On January 30, 2024, they received the exciting news that the ACGME accredited their Family Medicine Residency Program, giving them the green light to launch in summer 2025 at their new Ora Glen health center!

Please read more about CCI Health Services at:

[CCI Health Services | Where You & Your Family Belong](#)

Position Summary

Reporting Relationships

Reporting to the CEO and President, direct reports to the Chief Medical Officer include:

- (7) Service Line Medical Directors: Adult & Family Medicine
 - Infectious Disease & Immigrant Health
 - Reproductive Health
 - Child & Adolescent Health
 - Mental Health
 - Clinical Quality & Access
- GME Program Director

Responsibilities

The successful Chief Medical Officer candidate will:

- Promote and model CCI's clinical mission to enhance the health and well-being of the community they serve through access to the highest quality health care.
- Develop and model a clinical philosophy and practice standards for CCI consistent with its mission; communicate and integrate that philosophy and those standards with management and clinical staff.
- Provide clinical and strategic leadership necessary to deliver high-value care that is financially sustainable, with a focus on access, quality, and efficiency.
- Cultivate a medical staff culture that is centered on patient care and enhancing the patient experience.
- Set and implement key priorities to reduce annual cost, ensure quality outcomes and meet utilization targets for clinical services. Lead provider productivity and take appropriate action to ensure productivity standards are met.
- Oversee and drive CCI's quality monitoring and program evaluation components.
- Use key performance indicators/metrics and drive the establishment of a data-driven, transparent, clinical decision-making culture.
- Promote and enhance medical education to ensure providers are delivering exceptional evidence-based care.
- Develop a culture of team-based care that nurtures clinical staff well-being and reduces burnout.
- Supervise and actively participate in the permanent and temporary physician/nurse practitioner/physician assistant hires and help coordinate New Provider Orientation with the appropriate Service Line Medical Directors. Responsible for achieving and maintaining provider staffing goals.
- Supervise Service Line Medical Directors and serve as Acting Service Line Medical Director for open positions, supervising site providers as necessary. Supervise the Behavioral Health, Psychiatry, Quality, Credentialing, Nursing, and Dental Divisions of the organization.
- Be involved in all initiatives and concerns involving patient safety, quality, infection control, risk management, and patient service, especially those related to provider issues.

- Provide consultation, development, and approval of CCI medical policies, protocols, and procedures in accordance with currently accepted professional standards governing the practice of medicine and the clinical provision of medical care, ensuring that policies conform to all applicable company, local, State and Federal policies and requirements.
- Coordinate with Program Directors, Senior Leaders, and Managers to provide clinical consultation or recommendations for medical services-related programs including, but not limited to Nutrition, Prenatal, Behavioral Health, Family Planning, Infectious Disease, and medication dispensing.
- Contribute to clinically related portions of required reports such as UDS, Joint Commission, and organizational strategic & operational plans.
- Be responsible for assuring a robust peer review and credentialing process, ensuring quality, safety, service, and behavioral issues on the part of the provider staff are addressed fairly and in a timely fashion.
- Play a leadership role in understanding, communicating, achieving, and maintaining quality standards (Joint Commission, NCQA, others) and Patient-Centered Medical Home (PCMH) principles. This includes implementation of QI/QA operating procedures, completion of QI/QA assessments, and acting as Chair of the Quality Improvement Committee and CORE PI Committee.
- Maintain professional competence by completing appropriate requirements of CME; maintain certifications; participate in professional development activities.
- Supervise the required components of Employee Health Records, including tuberculosis, Hepatitis B, and influenza prevention.
- Lead meetings and projects as directed by the CEO.
- Actively participate in the Executive Team and Senior Leadership meetings and projects.
- Assist the appropriate staff in the solicitation, development, management, and evaluation of any grants deemed necessary and useful to the function of CCI.
- Represent CCI at local, state, and national meetings and in clinical advisory committees as required or requested.
- Actively participate in organizational goal setting and action planning through Studer processes including, but not limited to, the Leader Evaluation Management (LEM) tool, attendance, and participation at the Leadership Development Institute (LDI), Joint Site Visits, and other training as required.
- Promote CCI's clinical mission at student, resident, provider, and healthcare related social events to recruit rising talented health care professionals.
- Maintain a clinical complement not to exceed twenty percent (20%) or as mutually agreed to.

Goals and Objectives

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

- Optimize the organizational structure, policies, and operational processes of all CCI clinical departments.
- Design and implement a clinical staffing model that efficiently delivers quality outcomes, driven by industry benchmarks and in alignment with community needs assessment.
- Build trustworthy and collaborative relationships with and among CCI's clinicians, CCI's leadership team, and the broader clinical community.
- Develop programs and frameworks to ensure consistent clinical competence and compliance.
- Work collaboratively with the CFO to ensure financial sustainability through delivery model optimization and revenue cycle management improvements.
- Set the vision, plan for, and oversee the implementation of quality, patient safety, and patient experience initiatives at CCI.
- Build a culture across all clinical services that centers patients and clients, while supporting provider resilience, professional development, and job satisfaction.
- Engage all members of the medical staff in the pursuit of the highest possible level of quality care, employing the most contemporary methods of measurement, performance improvement and utilizing national best practices.
- Manage by providing clear expectations, timely communication of performance expectations, and upholding values of the organization related to collaboration, and respectful treatment in all interactions. Exemplify integrity and leadership through actions supporting the standards of professional performance for medical and clinical support staff.
- Lead as an exceptional communicator who is well informed and current regarding FQHCs, Public Health, and healthcare policy.
- Support the launch of the Family Medicine Residency Program. Identify opportunities for CCI to build upon the Family Medicine Residency Program in other potential GME programming.
- Generate awareness and support for the Refugee Program. Continue to advocate for support at the local, state and federal level to meet the needs of this vulnerable population.

Candidate Qualifications

Education/Certification

- Graduation from an accredited school of medicine and successful completion of a residency program. Additional graduate-level degree/training in business, administration, public health, and Information Technology is strongly preferred. Family Medicine or Med/Peds specialty preferred.
- Current or ability to obtain licensure by the State of Maryland, unencumbered by any restrictions or limitations.

Knowledge and Work Experience

- A minimum of five (5) years of progressive leadership experience in direct provision of primary care services, preferably in a community health center serving culturally diverse and underserved patient populations. Experience as a Medical Director or Chief Medical Officer is highly desirable.
- Extensive executive level experience (CMO or other senior physician leadership role) in a nationally recognized health care organization with exemplary quality, growth and sustained financial strength.
- Knowledge and understanding of evolving care delivery models that focus on optimizing the patient experience as well as clinical provider performance and satisfaction. Ambulatory, primary care model, and value-based care delivery experience is preferred.
- Bilingual/multilingual candidates are encouraged to apply.

Leadership Skills and Competencies

- Understanding and appreciation of the financial aspects of a healthcare organization and the need to generate sufficient resources to support the strategic goals and mission of the organization.
- Demonstrated fluency in business and clinical best practices and principles and demonstrated success implement these effectively.
- Enthusiasm and passion for CCI's mission.
- Works to achieve goals while overcoming obstacles and/or planning for contingencies.
- Fosters a unified, team-based approach to delivering results.
- Creates the conditions for providers to thrive and do their best work.
- Checks work of self and others against required quality standards.
- Reviews performance and progress on a regular basis to ensure teams are achieving results.
- Negotiates with a genuine give-and-take approach, where both act as true peers and decisions are shared.
- Identifies and cultivates relationships that will help others achieve their objectives.
- Clearly communicates proposed changes, why changes are necessary, and possible outcomes and costs to build support and buy-in.

- High level of cultural competence and the ability to work effectively with individuals and communities with diverse backgrounds, perspectives and lived experience.
- Strong emotional intelligence and well-developed capacity to communicate effectively across difference and align teams effectively in pursuit of shared goals.
- Commitment to the highest level of integrity, professionalism, and staff well-being.
- Strong interpersonal skills; an effective relationship builder.
- Exceptional communication skills, including public speaking.
- Experience in the development & management of quality, risk, & utilization review processes.
- Working on-site is an essential duty for the job.

The Community

Montgomery County

Montgomery County, Maryland, is the most populous county in the state, with a population of over 1 million residents. Located adjacent to Washington, D.C., it is part of the Washington metropolitan area and is known for its affluent and diverse communities.

The county has a strong economy with a significant presence of U.S. government offices, research centers, and business campuses. It is home to several major employers, including the National Institutes of Health (NIH) and the National Oceanic and Atmospheric Administration (NOAA). The county offers a high quality of life with numerous parks, recreational facilities, cultural institutions, and a robust public transportation system. The county government provides a wide range of services to residents, including public safety, health services, and community engagement programs.

Montgomery County Public Schools (MCPS) is one of the top-performing school districts in the country. The county also hosts several higher education institutions, including Montgomery College and the Universities at Shady Grove.

Prince George's County

Prince George's County, often referred to as PG County, is located in the state of Maryland, bordering the eastern portion of Washington, D.C. As of the 2020 U.S. Census, it has a population of approximately 967,201, making it the second-most populous county in Maryland.

The county is known for its rich history, diverse communities, and significant economic growth. It has a variety of departments and offices that provide services to residents, including arts and humanities, economic development, health services, and public safety. The county is also home to several parks, cultural institutions, and educational facilities, making it a vibrant place to live and visit.

Prince George's County has a robust and diverse education system. The Prince George's County Public Schools (PGCPS) is one of the largest school districts in the United States and the second-largest in Maryland. As of September 2024, PGCPS has approximately 132,854 students and the district operates 201 schools and centers, including elementary, middle, high schools, and specialized institutions. PGCPS offers a variety of programs to cater to different student needs, including vocational training, special education, and charter schools. The county also has several higher education institutions, such as Prince George's Community College, which provides further educational opportunities for residents.

For more information, please visit:

[Montgomery County Maryland](#)

[Prince George's County, Maryland | Prince George's County](#)

Procedure for Candidacy

Please direct all nominations and applications to Melaney Mooradian and Carl Fitch through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Please direct other questions or concerns to mmooradian@wittkieffer.com.

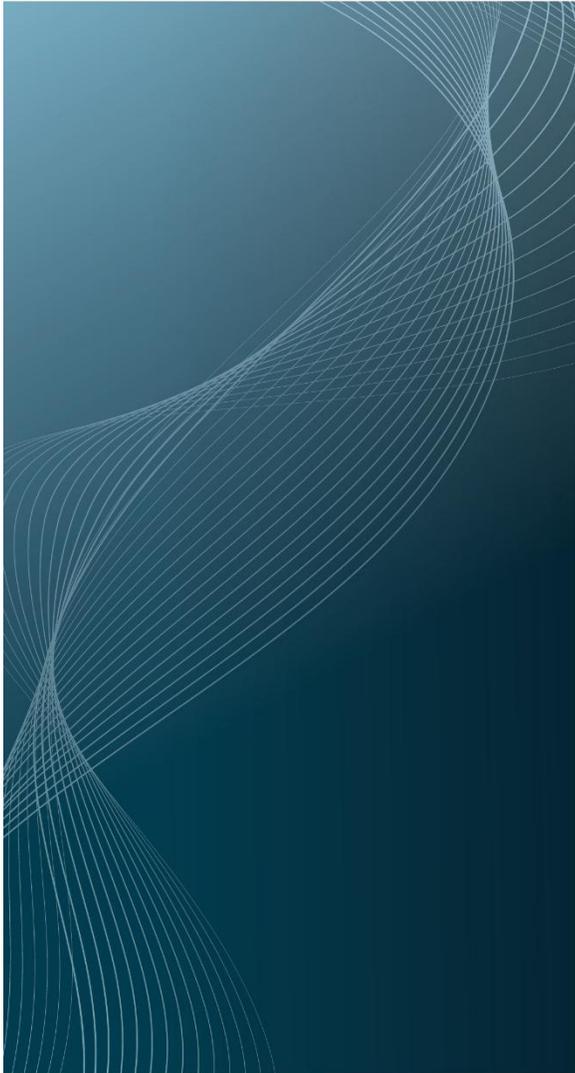
Carl Fitch Principal & Practice Leader, Emerging Physician Leaders WittKieffer Bio	Melaney Mooradian Senior Associate, Healthcare WittKieffer Bio
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CCI Health Services is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

The base salary range for this position is \$200,000 to \$350,000. The salary of the finalist selected for this role will be determined based on various factors, including but not limited to level of experience, education, accomplishments, internal equity, budget, and reasonableness evaluation. The base compensation range listed is a good faith determination of potential base compensation at the time of this job advertisement and may be modified in the future.

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