

LifeLong
Medical
Care



Health Services For All Ages
a california *health+* center

Chief Executive Officer

Leadership Profile

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WittKieffer

The Opportunity

LifeLong Medical Care (LifeLong) seeks a strategic, collaborative, mission-oriented executive to serve as its next Chief Executive Officer (CEO). This role is available due to the upcoming retirement of David Vliet, who has played an instrumental role in growing and positioning LifeLong for the future, building relationships across the service area and leading the organization through the significant challenges faced during and after the pandemic. This is an exciting opportunity to lead an organization with a deep commitment to providing high-quality, comprehensive health care and safety net services to the most vulnerable and underserved populations in the East Bay region of the San Francisco Bay Area.

Founded in 1976 by dedicated senior women advocates known as the Gray Panthers, LifeLong's legacy, values, and services are best exemplified in its mission statement: "LifeLong Medical Care provides high-quality health, dental, and social services to underserved people of all ages; creates models of care for the unhoused and elderly, people with disabilities and families; and advocates for continuous improvements in the health of our communities." LifeLong is one of the largest federally qualified health centers in California and provides a broad range of services, including primary care, behavioral health, homeless services, senior independence, and mobile clinic outreach. Today, LifeLong is comprised of 14 primary care health centers, two mobile dental centers, and five street medicine vans. LifeLong employs more than 1,000 and has a revenue of approximately \$110 million.

Reporting to the Board of Directors, the CEO is directly responsible for the strategic direction, vision, and operations of LifeLong. The CEO, in collaboration with the Board and executive leadership team, will be charged with developing LifeLong's strategic plan and vision, ensuring the achievement of its mission as well as long-term growth and sustainability. As the healthcare landscape continues to evolve with a major emphasis on value-based care for community health centers, the CEO must identify opportunities and strategies to improve long term sustainability. This CEO will evaluate the current state of operations and lead the team to develop and execute innovative solutions to increase efficiencies, improve performance and productivity, while building a stronger infrastructure to keep pace with LifeLong's operations and changes across the industry. Balancing the strategic with the tactical, this CEO will work with the senior leadership team to ensure LifeLong has the appropriate systems, resources, training, technology, and policies in place to track and monitor performance to achieve the organization's short and long-term goals.

This CEO must have a strong track record and embrace diversity, equity, inclusion, and belonging (DEIB) at LifeLong. Specifically, this means that this person must continue building a culture of understanding, respecting, and valuing people's differences, working intentionally to close the gaps of inequities that historically exist in the healthcare system and the daily lived experiences of patients and staff, being culturally effective and responsive in interactions with patients and staff, and taking a people-centered approach that signals a commitment to belonging.

It is imperative that the CEO is a highly visible, inspirational leader able to empower staff at all levels across the enterprise. The CEO must be a relationship-driven leader, someone who readily builds trust and gains buy-in around LifeLong's vision and strategy with a highly committed, mission-driven staff. A key priority for the CEO includes addressing workforce challenges, including the recruitment and retention of staff, employee engagement, and pay equity. The CEO must strengthen the relationship with the organization's labor unions. This leader will serve as the face and voice of LifeLong and champion LifeLong in local, regional, and national landscapes. It is vital that the CEO make a concerted effort to build relationships externally with other community organizations and leaders while focusing internally on standardizing and streamlining processes.

The successful candidate will have extensive experience serving in leadership roles within healthcare organizations and have a strong passion for serving underserved communities. A commitment to the organization's mission and work is essential, along with exceptional communication and relationship-building skills. Proactively seeking what additional programs and services are needed in the community will be an important experience, especially as it relates to serving diverse, marginalized populations. Candidates should have strong business and financial acumen and be viewed as strategic, highly collaborative leaders with impeccable ethical standards.

Organization Overview

LifeLong Medical Care's story began more than 45 years ago with the unwavering belief that continues to guide the organization - that *all people have the right to receive the healthcare and support they need*. In 1976, the senior population of Berkeley faced a growing, unmet need for health services, and a small group of dedicated senior women advocates known as the Gray Panthers established the *Over 60 Health Center* to support this growing need.

LifeLong's origins were in a single health center located in a storefront on San Pablo Avenue in Berkeley and has evolved over the years to become LifeLong Medical Care, a dynamic nonprofit community organization. LifeLong provides medical, dental, behavioral health, and social services in Alameda and Contra Costa Counties. LifeLong delivers quality health and wellness services to 57,000+ patients each year, many with complex health conditions. LifeLong serves all, regardless of ability to pay, housing situation, or immigration status. They do this through 14 primary health centers, several of which also offer urgent and dental care. LifeLong is active in the community with two mobile dental centers and five street medicine vans. LifeLong also provides supportive housing, medical respite, and school-based health services.

LifeLong has earned widespread national recognition for its creative approaches to community health challenges, including the needs of the lower-income elderly, people with disabilities, and high-risk pregnant women. Other health centers look to LifeLong's models as they develop their services for these patients. LifeLong continuously advocates for public policy improvements related to improved access to care, reduction of health disparities, and expanded home- and community-based care.

Please [click here](#) to review LifeLong's 2023 Annual Report.

Diversity, Equity, Inclusion, and Belonging

LifeLong's commitment to diversity empowers them to create effective care plans and systems that improve outcomes for individual patients. LifeLong invests in and nurtures relationships with diverse groups of partners, advocates, suppliers, and community organizations that help LifeLong better serve patients. These relationships extend efforts to reduce health disparities and address the unique needs of LifeLong's communities. LifeLong is also committed to hiring staff and providers who reflect the diversity of the patient community.

LifeLong's commitment to equity shows up in the quality of care delivered and the range of services provided. LifeLong is an open and affirming health network that tends to the needs of all patients across the continuum of care. They understand that each patient has distinct needs and strive to address them with expert, effective, and compassionate care. LifeLong is committed to seeing patients and staff thrive.

The commitment to inclusion and belonging can be seen in the patient-centered approach. A majority of LifeLong's patients identify as low-income Black, Indigenous, People of Color (BIPOC). Many patients are also immigrants. LifeLong takes pride in being known as a safe and welcoming place for patients identifying as LGBTQIA+. LifeLong does not turn anyone away. They offer services at no cost to patients and provide a range of services to patients who are unhoused, people struggling with substance use, and people experiencing behavioral health challenges. LifeLong exists to offer patients care that considers the whole person.

LifeLong is proud that its ongoing and evolving commitments to diversity, equity, inclusion, and belonging play essential roles in helping it accomplish its mission.

Mission

LifeLong Medical Care provides high-quality health, dental, and social services to underserved people of all ages; creates models of care for the elderly, people with disabilities, and families; and advocates for continuous improvements in the health of our communities.

Core Values

- Respect each person and celebrate the rich diversity of our communities.
- Believe all people are entitled to quality health care that serves the whole person.
- Dedicated to recruiting, training, and supporting a diverse, compassionate, skilled staff.
- Committed to eliminating health disparities.
- Maximize impact on the health of the community through local, state, and national partnerships.
- Continuously seek to hear patients' voices as programs are assessed, developed, and improved.

To learn more about LifeLong Medical Care, please visit <https://lifelongmedical.org/>.

Position Summary

The CEO is responsible for providing strategic leadership for LifeLong by working with the Board of Directors and the executive management team to establish long-range goals, strategies, plans, and policies. The CEO has the responsibility for the total operation of LifeLong Medical Care and the clinics, including financial management, support services, and clinical care, in accordance with applicable laws and regulations, the organization's by-laws, Board policies, contractual obligations and external/advocacy responsibilities.

Reporting Relationships

The CEO reports directly to the Board of Directors. Direct reports to the CEO include the following:

- Deputy Director
- Chief Financial Officer
- Chief Medical Officer
- Chief Human Resource Officer
- Chief Strategy Officer
- Chief Dental Officer
- Chief of Integrated Services
- Psychosocial Services Director

Responsibilities

The successful Chief Executive Officer candidate will:

- Display a deep commitment and effectively communicate LifeLong's mission and core values. The CEO will become the voice and face of the organization internally to front-line clinicians and administrative staff as well as externally to the community, local and/or federal officials, and other key influencers.
- Communicate a clear, concise vision and strategy for LifeLong so that all staff, clinical and administrative, embrace the vision and feel a sense of ownership and accountability. Develop mechanisms to allow feedback in multiple directions across all levels of the organization.
- Collaborate with the Board of Directors and Executive Leadership Team to evaluate LifeLong's current state. Partner with the Board and leadership team to develop and implement a new strategic plan.
- Assess the organization's current financial and operating performance and drive efforts to ensure optimal financial performance, evaluating and refining operational efficiencies against the organization's ability to fulfill its mission, vision, and strategic goals in a changing environment. Ensure long-term financial stability for the organization by developing and achieving budgetary, financial, and strategic goals.
- Continue to strengthen and advance an environment that celebrates and cultivates diversity, equity, inclusion, and belonging across the organization; ensure that the organization is responsive to the diverse communities it serves.
- Provide direction to and develop the Executive Leadership Team; ensure LifeLong has a high-performing, dedicated group of leaders, and that all levels of management have the appropriate training, support, guidance, and tools to further enhance a culture committed to patient-centered care, staff empowerment, and accountability.
- Develop a strong working relationship with providers, making sure there are effective lines of communication, their concerns are heard, and special attention is paid 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 LifeLong's operations. The CEO will use metrics to monitor and report progress in achieving goals and objectives as well as evaluating senior staff members.
- Build strong relationships with diverse stakeholders in the community. Identify opportunities to collaborate and increase engagement with other community organizations to always better serve the needs of the community.
- Promote a culture within the organization that is characterized by open, honest, and direct communication, as well as a commitment to performance excellence. Operate with transparency and create effective and responsive lines of communication. Encourage greater collaboration and communication across functions and understand the challenges providers are facing in today's healthcare environment. The CEO must seek feedback from all levels of the organization, effectively communicate direction, and seek greater collaboration across the entire organization.
- Expand grant funding opportunities at the state and federal levels. Strengthen the organization's capabilities when it comes to effective grant-writing, identifying new grants and opportunities to partner with other community organizations to best serve those in need. The CEO will also identify alternative funding sources and strategies with respect to grant proposals.

- Continually seek additional sources of revenues to enable long term sustainability of programs and services. Seek out best practices of other FQHCs. Actively participate in the identification, cultivation, and solicitation of donors and volunteer leadership.
- Be active within the community, developing and enhancing relationships to ensure the organization is viewed as a strong corporate citizen that meets the health education and wellness needs of local residents.

Goals and Objectives

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

- Learn and develop an appreciation for the community and culture of LifeLong. Build trust and credibility with the Board of Directors, Executive Leadership Team, providers, and staff at all levels. Solidify existing relationships, establish new ones, and be seen as a credible, approachable, effective voice and face of LifeLong.
- Lead efforts and work collaboratively with the Board and executive leadership to develop LifeLong's strategic plan. Proactively work across the organization and all pertinent external stakeholders or influencers, including local community leaders and organizations, to further advance LifeLong's presence and visibility across the region.
- Assess the current state of LifeLong's operations, including human resources, finance, information technology, compliance, etc. In partnership with the leadership team, the CEO will identify opportunities to further improve the existing infrastructure to increase efficiency and productivity across the enterprise. The CEO will collaborate with the leadership team to ensure the standardization and streamlining of operations and processes across all LifeLong locations.
- Implement the appropriate structure, operations, and policies to position LifeLong for future success and long-term financial sustainability.
- Build a supportive, empowering culture across all levels of LifeLong. Identify opportunities to strengthen employee engagement and address burnout across the entire organization. The CEO will serve as a unifier actively seeking out opportunities to further engage and rally staff across the organization behind the mission and core values of LifeLong.
- Champion LifeLong's commitment to diversity, equity, inclusion and belonging. The CEO will ensure an inclusive, supportive environment for staff, providers, and patients. The CEO will promote an equitable environment at LifeLong that values and respects all backgrounds.
- Attract, retain, and develop a committed, high-performing workforce to support LifeLong's growth and commitment to its patient population. In partnership with Human Resources, the CEO will place a high emphasis on the recruitment and retention of top talent, workforce planning, and communicating a clear employee value proposition. It is vital that the CEO seek to address workforce challenges across the organization.
- Be out in front on advocacy issues, especially with local, state, and federal officials and agencies, health systems, related human service organizations, and other key stakeholders. It is imperative that this leader build relationships with local and state level politicians. Forge strong communication lines and respond to the needs of the community, driving home to officials where the needs of the community are most pressing.

- Expand grant funding opportunities at the state and federal levels. Work closely to enhance the organization's capabilities when it comes to effective grant-writing, identifying new sources of grants and alliances that could lead to shared risk partnerships with other organizations in the community. Cultivate corporate and political relationships. Firmly grasp accreditation and regulatory requirements/reporting. Continually sort through strategic initiatives to select those with financial backing to lead to sustainable programs. Seek creative ways to connect ideas and financial sustainability.
- Maintain and improve the quality of care provided in order to better serve the community. Strengthen the operational capacity of the organization and improve the ability to manage the risk for LifeLong's patient population.
- Build strong relationships with LifeLong's labor unions.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, management, public health, or similar field is highly preferred.
- A Bachelor's degree is required.

Knowledge and Work Experience

- A minimum of 10 years progressive leadership experience in a complex, multi-functional, mission-oriented healthcare organization with a diverse portfolio.
- Senior-level executive experience in a FQHC, community health center, primary care facility, not-for-profit healthcare, or human services organization.
- Proven ability to lead cross-functional executives and staff in large, complex organizations; a natural orientation towards collaboration and innovation; experience bringing together diverse groups toward shared goals.
- Knowledge and understanding of current trends, challenges, and issues in healthcare and human service delivery.
- Mission orientation with a passion for impacting underserved communities.
- A track record of positively impacting an organization's philanthropy efforts; candidates should possess experience in being visible externally and strengthening the brand for an organization.
- A demonstrated track record of financial/budgetary success and revenue generation.
- A track record of developing staff, creating collaborative teams, and fostering a culture that embraces service excellence and innovation.
- Stellar communication and presentation skills; diplomatic with a commitment to transparency.
- Previous experience serving as the voice/face of an organization, displaying the gravitas and comfort as the primary spokesperson.

- Experience with boards and/or board committees.
- Outstanding experience building relationships with diverse stakeholders in the community.

Leadership Skills and Competencies

- **Passion for excellence:** Believes in exceptional patient care, education, research, and service to the community.
- **Future orientation:** Focuses on the future and articulates an understanding of the short- and long-term factors that affect the organization and the healthcare marketplace. Has had experiences translating these complex matters to physicians, Board members and community leaders.
- **Social consciousness:** Is committed to social responsibility and community health and stresses responsibilities to the public and exhibits strong ethical behavior; will have a record of being highly visible within the community and is able to represent the organization regionally and nationally.
- **Vision:** Anticipates large-scale and local changes that will affect the organization and its environment; able to project the organization into the future and envision multiple potential scenarios/outcomes; able to design competitive strategies and plans based on future possibilities.
- **Decisiveness:** Makes timely decisions based on values, goals, facts, and good judgment; uses decision tools effectively and at appropriate times; shows a good sense of timing related to decision making.
- **Political acumen:** Orchestrates, optimizes, and constructively balances the interests of a number of different constituencies in the service area and beyond.
- **Financial/fiscal acumen:** Leads complex financial operations with strong dedication and attention to sound fiscal stewardship.
- **Business insight:** Draws on knowledge of the business and the marketplace to advance the goals of the organization; ensures that the organization appropriately leverages its assets to actualize its strategies.
- **Collaboration:** Builds partnerships and works collaboratively with others (individuals and organizations) to meet shared goals.

The Community

Berkeley

Berkeley is located on the east shore of San Francisco Bay in northern Alameda County, California and borders the cities of Oakland and Emeryville to the south and the city of Albany and the unincorporated community of Kensington to the north. Its eastern border with Contra Costa County generally follows the ridge of the Berkeley Hills. The 2020 census recorded a population of approximately 124,000. Berkeley is home to the oldest campus in the University of California system, the University of California, Berkeley, and the Lawrence Berkeley National Laboratory, which is managed and operated by the University. It also has the Graduate Theological Union, one of the largest religious studies institutions in the world.

Berkeley is one of the most socially liberal cities in the United States and during the 1960s and continuing today, a center of social activism. In many ways, the culture of Berkeley is that of a college town with many cultural activities, retail and small businesses, restaurants, as well as parks and outdoor recreation venues. Education is highly valued in the community and Berkeley High School is regarded as an outstanding, diverse, urban high

school. In the past 10 years, Berkeley's downtown has grown and development has been encouraged. Berkeley has several very attractive neighborhoods and housing prices are high, similar to the overall Bay Area. For a more detailed understanding of Berkeley's diversity, please visit: <https://bestneighborhood.org/race-in-berkeley-ca/>

Richmond

Founded in 1905, Richmond is a historic East Bay city in western Contra Costa County with a population of approximately 115,000. It borders the cities of San Pablo, Albany, El Cerrito and Pinole in addition to unincorporated communities such as Kensington, North Richmond and El Sobrante. This historical city is also home to the four Richmond Shipyards built along the Richmond waterfront during World War II, which employed thousands of workers from all over the United States, including African Americans and women entering the workforce for the first time. Rosie the Riveter World War II Home Front National Historical Park is located in the former Kaiser shipyards and other wartime industrial sites in Richmond.

Today, Richmond is an important oil refining, industrial, commercial, transportation, shipping and government center. The city's economy is currently undergoing a major transition from its former heavy industrial character toward more high technology and light industrial companies with new business parks accommodating light industrial and "office/flex" land uses. Biotechnology has also grown to be an important new "niche" in Richmond's growing economy. Residents commute to work located throughout the Bay Area including San Francisco, aided by a popular commuter ferry from the Richmond Ferry Terminal to the San Francisco Ferry Building. A recent study found the Bay Area to be the most diverse area in the country, with Richmond ranking at the top. Please visit the following for more details: <https://richmondstandard.com/richmond/2021/09/20/study-finds-richmond-most-diverse-city-in-the-u-s/>

The city of Richmond has dozens of regional parks, national historic parks, and 10 sites listed under the National Register of Historic places. It is home to one of the last pristine moist grassland habitats in the entire Bay Area at the former Campus Bay UC Berkeley Field Station near Meeker Slough. LifeLong has made it a priority to address health equity and the following article highlights many of the ongoing challenges facing Richmond and opportunities to do more for the community: <https://www.ehn.org/pollution-poverty-richmond-2645503359.html>. Also, the following article provides additional opportunities in Richmond and the population served by LifeLong: <https://richmondconfidential.org/2011/06/07/richmond-plans-for-a-healthier-future/>

For more details on the rich history of Richmond and the surrounding area, please visit the following: https://en.wikipedia.org/wiki/Richmond,_California

Oakland

Founded in 1852, Oakland, California is situated at the geographical center of the San Francisco Bay Area and is the largest and most established of the East Bay cities. As the eighth largest city in California with a population of approximately 433,000, Oakland encompasses 52 square miles and offers 19 miles of coastline to the West and magnificent rolling hills to the East that afford one of the most beautiful views of the world – a crystal clear bay, the Golden Gate and Oakland Bay Bridges, and the majestic Pacific Ocean. Oakland's stunning bay views, parkland and open space, and proximity to the Pacific Ocean make it one of the most beautiful urban areas in the nation. Oakland is known for its diversity and is one of the nation's most ethnically integrated cities in the nation. For a more detailed understanding of Oakland's diversity, please visit: <https://bestneighborhood.org/race-in-oakland-ca/>

Oakland has emerged as a major economic force in the region. Its leading industry sectors include business services, healthcare services, transportation, food processing, light manufacturing, government, arts, culture and entertainment. Many major corporations such as Kaiser Permanente are headquartered in Oakland and the East Bay with significant growth in the high technology and biotechnology sectors. A center for international trade, the Port of Oakland is the nation's fourth busiest container facility. The labor pool in the Oakland Metropolitan area is one of the most educated in the nation, ranking fourth in the United States in educational achievement.

Greater East Bay

The East Bay provides a wide variety of housing and there is tremendous choice in determining the type of community one lives in. The regional housing market is strong and homes prices are significantly higher than the national median. The East Bay has a unique range of housing from elegantly restored turn-of-the-century Victorians and craftsman bungalows to modern estates perched in the hills. There are many vibrant and desirable neighborhoods in Berkeley, Richmond, Oakland and throughout the East Bay in terms of housing choices within reasonable commuting distance to the LifeLong Medical Care's administrative offices in Berkeley. Adjacent to Oakland is the city of Piedmont and to the North are communities such as Albany and El Cerrito in addition to Richmond. Across the Caldecott Tunnel going inland are suburban towns such as Orinda, Moraga, Lafayette, and

Berkeley, Oakland, and Richmond share the East Bay Regional Park District, a splendid system of over 50 parks and 20 regional hiking trails covering more than 75,000 acres, which offer an extraordinary variety of recreational activities. Berkeley has the large Tilden Park and Berkeley Marina and East Shore State Park, and along Oakland's waterfront and Lake Merritt, there is easy access to yachting, sailing, windsurfing, rowing, canoeing, kayaking and more. Cultural venues in the area include the Berkeley Repertory Theater, Berkeley Art Museum and Pacific Film Archive, Oakland East Bay Symphony, the Oakland Ballet, the Oakland Civic Theater, the Oakland Zoo, the Paramount Theater of the Arts, the Alice Arts Center, Oakland Museum of California, as well as professional football and baseball teams.

Timeline

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

- Paper presentation of qualified candidates to Search Committee: Week of April 22nd
- Round One interview dates: Week of April 29th
- Round Two interview dates: Early-Mid May

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

Procedure for Candidacy

All applications, nominations and inquiries are invited. Please direct all applications to the WittKieffer consultants assisting LifeLong Medical Care with this recruitment, using WittKieffer's [candidate portal](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button. If you have trouble logging into the portal or have additional questions, please contact John Fazekas preferably via email at jfazekas@wittkieffer.com.

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The base salary will be in the \$355,000-\$445,000 range, commensurate with education and experience. Benefits include full medical, dental, and other health benefits as well as paid-time off and retirement benefits.

LifeLong Medical Care values diversity and 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 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 LifeLong Medical Care 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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