



Chief People Officer

Leadership Profile

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A decorative graphic consisting of numerous overlapping, light blue, curved lines that flow from the left side of the page towards the right, creating a sense of movement and depth. These lines are layered over a dark teal background that occupies the bottom half of the page.

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Contents

| | |
|---------------------------------|-----------|
| The Opportunity | 01 |
| Organization Overview | 02 |
| Position Summary | 05 |
| Goals and Objectives | 06 |
| Candidate Qualifications | 08 |
| The Community | 10 |
| Procedure for Candidacy | 11 |

The Opportunity

Lynn Community Health Center (LCHC), based in Lynn, MA, is the city's leading health care provider and a recognized model and innovator among community health centers (CHCs) nationwide. LCHC seeks a visible, strategic and mission-driven leader to serve as the organization's next Chief People Officer (CPO).

With a revenue of approximately \$125M, LCHC serves over 40% of Lynn's population and employs over 700 people. LCHC is Massachusetts' third largest health center and plays a vital role in the City of Lynn from a health and economic perspective. The organization has a deeply engrained mission of providing comprehensive, affordable, patient-centered, quality health care. Reporting to the Chief Executive Officer, the CPO will lead human resources strategy and operations for a well-established organization with a deeply ingrained mission of providing comprehensive, affordable, patient-centered, quality health care.

The next CPO will be a leader who appreciates the LCHC's unique culture and past successes. They will demonstrate a profound commitment to its mission and the patients it serves. The successful candidate will be experienced in both human resources operations and strategy. They will implement a human resources strategic plan that advances human resources best practices in employee engagement, talent acquisition, labor, diversity, equity and inclusion, performance management, learning and development, benefits, compensation and succession planning.

The ideal candidate will have a strong passion for serving underserved communities, a commitment to the LCHC's mission and work, and a strong commitment to ethical standards. LCHC is a vibrant organization with a rich history, recognized for its wide range of services, the quality of care it provides, its broad cultural competencies, and its dedicated staff.

LCHC's next CPO will be a strategic, results-oriented leader with proven experience in building high-performing, collaborative teams. At least five years of experience as a leader in non-profit, healthcare or a related field is required.

Organization Overview

Lynn Community Health Center



Lynn Community Health Center (LCHC) was established as a small storefront mental health clinic in 1971 in response to a scarcity of mental health services in the Lynn community. Three years later, it moved to a larger facility and, in addition to its mental health services, began providing medical care. Since then, it has evolved and grown to meet the community's changing needs.

Today, Lynn Community Health Center is a vibrant Federally Qualified Health Center (FQHC) with more than 700 staff and 150 clinicians who provide primary medical care, dental care, behavioral health, eye

care, pharmacy services, and social services spanning 32 sites, including 18 LCHC schools, serving more than 42,000 patients in the City of Lynn.

Mission

"Comprehensive Health Care of the Highest Quality to Everyone in Our Community, Regardless of Ability to Pay."

- LCHC's purpose is to provide comprehensive health care of the highest quality for everyone in the Greater Lynn Community, regardless of ability to pay.
- As community leaders, LCHC is responsible to the community for proactively identifying, developing, and improving programs to address the full spectrum of health and mental health needs in the community.
- LCHC's strongest commitment is to ensure access to comprehensive health care for all populations in Lynn and surrounding communities on the North Shore, particularly the medically underserved, poor, minority, and immigrant populations, children and families, the elderly, and others at high risk for health problems.
- LCHC's programs emphasize prevention, health promotion, and reaching out to their community by providing services in a variety of community settings and languages.
- We are determined to ensure the continuation of our mission in the changing healthcare environment and will aggressively identify, analyze, implement, and monitor programs and affiliations that will enhance the well-being of the Health Center's constituency.
- In order to meet the challenge, the Health Center is committed to recruiting, developing, training, and supporting the highest caliber of providers, staff, and volunteers.

Strategy

- **Integration of Care:** The functional and physical integration of behavioral health and primary care lies at the core of its identity as a health center and represents its greatest competitive advantage.

- **Health Disparities:** Health disparities are inseparable from the various forms of inequities experienced by patients. LCHC will mitigate those disparities that impair its communities' well-being. The very public pursuit of restorative justice will provide LCHC with an edge not only in recruiting and retaining patients, but also in attracting and retaining the type of employee needed.
- **Operational Excellence:** LCHC's mission requires the center to present its patients with clinical and operational excellence. Lean thinking and other best-class methodologies will instill the discipline and flexibility to keep adapting to the challenge of meeting patients' needs, external stakeholder pressures, and the ever-changing regulatory landscape.
- **Investing in People:** LCHC is an engine for economic and professional growth in the lives of LCHC employees, many of whom are health center patients. LCHC takes pride in its career development programs and invests in various education opportunities for staff across the organization. We continue to evaluate and refine the breadth and depth of these learning experiences.

Services and Programs

- **ACE Team:** Adverse Childhood Experiences Team partners with the City of Lynn to provide education, advocacy, and referrals via first responder to a traumatic event.
- **Addictions Services (Substance Use Disorder Treatment):** Provides respectful, compassionate support for medical, behavioral (including medication), and social needs that are unique to individuals with SUD.
- **Behavioral Health Services:** Care for short-term behavioral health needs during a difficult or transitional period in patient's lives or long-term to increase patient quality of life. In partnership with the patient's care team, patients are at the center of a plan that respects their values and preferences.
- **Civil Surgeon Services:** LCHC is a designated civil surgeon site and can perform needed physicals.
- **Dental Services:** Oral health services for the entire family, including emergency care.
- **Diagnostic Services:** LCHC provides onsite imaging services through MGB Salem Hospital. Onsite laboratory services are provided by Quest.
- **Element Care PACE:** In partnership with Greater Lynn Senior Services, is a joint venture to provide a personalized healthcare program to adults 55+.
- **Eye Care Services:** The LCHC Eye Clinic provides comprehensive eye care services for the entire family.
- **Immigration Outreach Program:** LCHC proudly supports its growing immigrant community through initiatives focused on advocacy, empowerment, and complex case management.
- **Immunization Program:** LCHC hosts a robust immunization program, including seasonal and ongoing viruses, like the flu and COVID-19.
- **LGBTQIA+ Services:** Manages chronic conditions specific to LGBTQIA+ identity as well as offering an inclusive and patient-specific approach to preventative care for all.
- **Moms Do Care:** Provides care for pregnant and parenting women with substance use disorder, actively using or along the road to recovery.

- **OB/GYN:** LCHC's excellent team of physicians and nurse midwives are dedicated to making patients feel comfortable and confident in their care including gynecology services as well as pregnancy and postpartum care.
- **Pediatric Care:** The Pediatric Team will take care of children from birth, through school age years, and into young adulthood.
- **Pharmacy:** Integrated seamlessly with the patient's care team; pharmacy staff communicates to ensure patients have access to the best medication plan.
- **Primary Care:** Offers services to stay healthy through regular preventative care and health education.
- **Recuperative Care Center:** Provides short-term, residential care to people who are homeless and sick, but not sick enough to be in a hospital.
- **Refugee Clinic:** LCHC is a designated MA Refugee Health Assessment Program site to provide health evaluations, resources and more.
- **School Based Health Centers:** LCHC hosts "mini health clinics" in most Lynn Public Schools, providing mental health counseling and some medical care.
- **Teen Clinic:** LCHC understands that teenagers have unique health needs, providing them with confidential, affordable sexual and reproductive health care.
- **The Women, Infants and Children (WIC) Program:** Provides free, nutritious foods, health screenings and health information, as well as referrals to other agencies.
- **Tuberculosis (TB) Clinic:** LCHC offers TB outpatient services in conjunction with the Massachusetts Department of Public Health.
- **Urgent Care Clinic:** Many sicknesses and minor injuries need immediate attention, but not every case is serious enough for a trip to the emergency room (ER). LCHC's Urgent Care Center is available for walk-in appointments that are scheduled on a first-come, first-served basis.

Position Summary

Reporting to the Chief Executive Officer, the CPO will provide leadership for human resource operations, setting a strategic direction for human resources and shaping the organization's future human capital direction and policy. The CPO will be responsible for LCHC's human resource function and will be a collaborative and accessible leader. They will communicate openly and cultivate trusting relationships with key internal constituents, including the Chief Executive Officer, senior leadership team, staff, and the Board of Directors.

LCHC must continue to be recognized as a model of excellence for its services, programs, and local partnerships. It will be important that the CPO serve as an active participant in fostering LCHC's culture of commitment to mission, inclusion and belonging.

Reporting Relationships

The CPO will report directly to Brenda Rodriguez, Chief Executive Officer for LCHC.

Direct reports include:

- Director, HR Operations
- Director, Talent & Engagement
- Director, Labor Relations
- Director, Workforce Development
- HR Business Partner
- HR Assistant

Responsibilities

- Establish and maintain a best-in-class human resources department that is well-organized, resourced, and optimized to meet the growing and complex needs of the organization. Promote an effective business partnership model within human resources. Provide leadership in a manner that fosters accountability, respect, innovation, and excellence.
- Create programs and strategies across LCHC that fully align with the organization's strategic plan.
- Direct LCHC's human resources operations and strategies. Maintain relevant employment policies and procedures. Ensure optimal workflows throughout the employment lifecycle, from talent pre-acquisition through exit planning. Ensure full compliance with all federal, state, and local laws governing employment.
- Act as LCHC's primary liaison with represented labor unions. Maintain positive and proactive relationships with all labor organizations represented across LCHC and have a demonstrated knowledge of labor relations best practices. Develop mutually agreed upon goals with SEIU. Oversee negotiations, disciplinary actions and the grievance resolution process.
- Establish KPIs and monitor employee turnover, engagement, diversity and workforce metrics.
- Establish and adopt tools, programs, practices and partnerships that advance employee learning, professional growth and career advancement, including the implementation and maintenance of a performance management system that enhances employee growth, career development, shared accountability and goal setting.

- Oversee and manage LCHC's annual employee engagement survey and drive improvement in employee experience scores.
- Ensure LCHC's compensation and benefits offerings are competitive and equitable, supporting the organization's ability to attract and retain talent. Champion and oversee reward, recognition and nomination activities and programs.
- Optimize LCHC's current human resources information systems (HRIS) to improve user experience; expedite self-service options and reliable functionality.
- Maintain and strengthen academic partnerships that serve organizational strategies and recruitment goals.
- Drive talent-management practices through relevant actionable performance measures.
- Administer staffing models that align with patient and community needs and clinical service objectives.
- Remain current on workforce and employment trends. Develop new programs that will position LCHC as an employer of choice in the region.

Goals and Objectives

The following goals and objectives have been identified as priorities for the new CPO during the first 12-18 months of their tenure:

Mission, Vision and Values

- Learn the organization and build trust with all key stakeholders, including staff, providers, Board, and key external constituents to strengthen LCHC's brand. Track record of successfully leading and navigating change and growth. Gain a reputation and become known as a valued member of LCHC, earning the trust and respect of LCHC's senior leadership team, Board of Directors, staff, and other key partners.
- Be viewed as an integral member of the LCHC senior leadership team who effectively balances mission, margin, strategy, and operations. Establish oneself as a key member of LCHC's senior leadership team, building relationships and communication channels with all constituents and internal influencers.
- Foster a culture within the human resources' department and across LCHC that is customer-focused and committed to enriching the lives of LCHC's employees. Exhibit a strong commitment to LCHC's mission and foster a culture that values employee engagement, inclusion and belonging.

Operations

- Construct a customer-service, best-in-class human resources organizational structure that will address recruitment, retention, onboarding, employee engagement, labor, performance management, benefits, compensation, inclusion, belonging, learning and development, and succession planning opportunities. Specifically, assess and enhance the current human resource organizational structure to ensure the consistency and effectiveness of LCHC's human resources team and create HR roles that support larger organizational objectives.

- Institute operational practices that support and adhere to FTCA compliance, benefits administration, and FMLA processing requirements.
- Transition LCHC to a focused performance review cycle and implement a new performance management system that facilitates high engagement, growth, and career pathing.
- With input from the CEO and other key stakeholders, institute a Talent Management Dashboard that provides trends and measures of success for recruitment, DEI, retention, compensation, promotions, and other workforce efforts.
- Optimize the existing HRIS in conjunction with the Chief Business Transformation Officer and evaluate the timing for upgrade and/or replacement.
- In conjunction with the CFO, operationalize 2024/2025 consultant compensation & benefits recommendations.
- Review existing employee grievance procedures and practices and work collaboratively with SEIU representatives to streamline.
- Identify key recruiting and retention metrics, including Affirmative Action Planning and EEO reporting.
- Ensure consistent staffing practices and review current staffing and performance systems. In partnership with LCHC's senior leadership team, identify opportunities to create innovative and flexible workforce strategies.

Strategy

- Ensure that long range staff planning and employee success measures align to the 2025-2027 Strategic Plan and assist in operationalizing the plan. Develop annual operating plans that advance strategic goals.
- Assist in the launch of LCHC's workforce partnership with academic institutions. Support the development and evolution of LCHC's inaugural Community Health Center Student Fellowship Program. Partner with the CEO and other key stakeholders to begin to develop a LCHC Learning Center that organizes organization wide training, education, and internship programs.
- Collaborate with the CEO and other key stakeholders to implement leadership development, coaching, mentoring, and team building strategies and programs.

Leadership

- Act as the key advisor to LCHC's Chief Executive Officer and senior leadership team on all human resources and workforce opportunities.
- Foster a culture that promotes mentoring and professional development across LCHC. Encourage all team members to contribute at their highest level of capability.
- Seek emerging best practices regarding provider and staff burnout and implement programs to address these challenges.

Candidate Qualifications

Education/Certification

- Master's degree in healthcare, business, or related field is preferred. An undergraduate degree is required.

Knowledge and Work Experience

- At least five years progressive leadership as an accomplished human resources leader. Exceptional candidates who have FQHC, healthcare and/or non-profit experience will be considered. Prior experience working with labor unions and an understanding of current workforce trends and challenges is preferred. A true passion for the mission is crucial.
- Make staff retention and talent management a key priority. Continually seek creative ways to engage, recruit and mentor staff, nurturing an environment of trust, respect, and accountability. Invest in staff training and professional development.
- A track record of partnering with a Board and senior level staff; experience building collaborative teams and fostering a culture that embraces service excellence and innovation.
- Outstanding experience building relationships with diverse constituents. Track record of developing and cultivating strong, effective collaborations and teams.
- Demonstrated ability to manage LCHC regulatory and compliance demands, as respect to employment and labor unions.
- Experience working with individuals and groups from diverse racial, cultural, linguistic, and socioeconomic backgrounds.
- Demonstrate a strong understanding of change management leadership and culture transformation. Understands how to innovate, train and gather feedback.

Desired Attributes, Skills and Competencies

- **Leadership:** Possesses a high-level capacity for strategic-thinking, goal setting, and timely communication. Ability to effectively interact, guide, and inspire at the individual and group levels within an organization. Contemporary leader who shows respect and promotes awareness for all cultures; DEI champion who is able to successfully partner with diverse groups and people. Both within and outside of LCHC, demonstrates integrity, transparency, and hard work in pursuit of organizational mission and goals.
- **Management:** Understands the economics of community health centers. Management-level familiarity with financial statements, budgets, and financial reporting with the ability to use them for data driven decision making. Ensures goals and objectives are effectively measured and tracked to determine progress and completion.
- **Operations:** Systems level thinker; leader who successfully balances strategy, operations and implementation; ensures that resources are fully leveraged, and staff are accountable for results.
- **Vision and Implementation:** Demonstrates insight and wisdom to be an early adopter of new ideas and trends. Partners with the senior leadership team, Board of Directors and others to establish and sustain a human resources vision for LCHC. Strategic and creative thinker who is committed to excellence. Leads the organization in developing appropriate strategies and goals in support of that vision.

- **Communication:** Has excellent communication skills and the ability to articulate the strategic and operational vision. Translates complex issues into comprehensible and executable ideas and expectations. Passionate, compelling, and persuasive.
- **Quality:** Demonstrates a strong commitment to enhancing a service-excellence approach to the human resources function. Has a genuine interest in LCHC's mission and the community of Lynn, MA. Skilled at recognizing and creating opportunities and leveraging resources. Customer-focused leader.
- **Collaboration:** Has exceptional interpersonal skills to help drive and implement the changes which will build upon trust established within the organization. Is confident and has a commitment to their ideas and ideals; but also listens with true self-awareness and empathy. An authentic leader who possesses the ability to relate comfortably and effectively with people at all levels.
- **Data-driven and Informed:** Utilizes data to ensure informed decision-making. Establishes benchmarks and tools to measure success and hold others accountable.

The Community

Lynn, MA



The City of Lynn is an urban manufacturing and commercial center, known for its contemporary public art, diverse population, historic architecture, downtown cultural district, and public parks.

Lynn is in eastern Massachusetts on the northern shore of Massachusetts Bay, 15-minute drive from Salem, Massachusetts and 10 miles north of Boston, Massachusetts.

Additionally, Lynn is a vibrant city with a racially, culturally, and socioeconomically diverse population. The Center's patients and staff reflect this diversity. The patient population speaks over 36 languages and

includes many immigrants and refugees. The diverse population of 101,891 has over 55% identifying as BIPOC, 10% identifying as having two or more races and a growing LGBTQIA+ community. LCHC's target populations are those who experience the greatest barriers to care: children and their families, the poor, minorities, non-English speakers, teens, and the frail elderly.

The city's transformation as the world leader in shoe production, 234 factories producing more than a million pairs of shoes each day, to a center of creative placemaking has occurred since 1980. Present day, Lynn is proud of its scenic and historic land and seascapes. Highlights include the Lynn Woods Reservation, Diamond Historic District, and the High Rock Tower.

For more information about activities in Lynn, see [Things To Do in Lynn](#).



Procedure for Candidacy

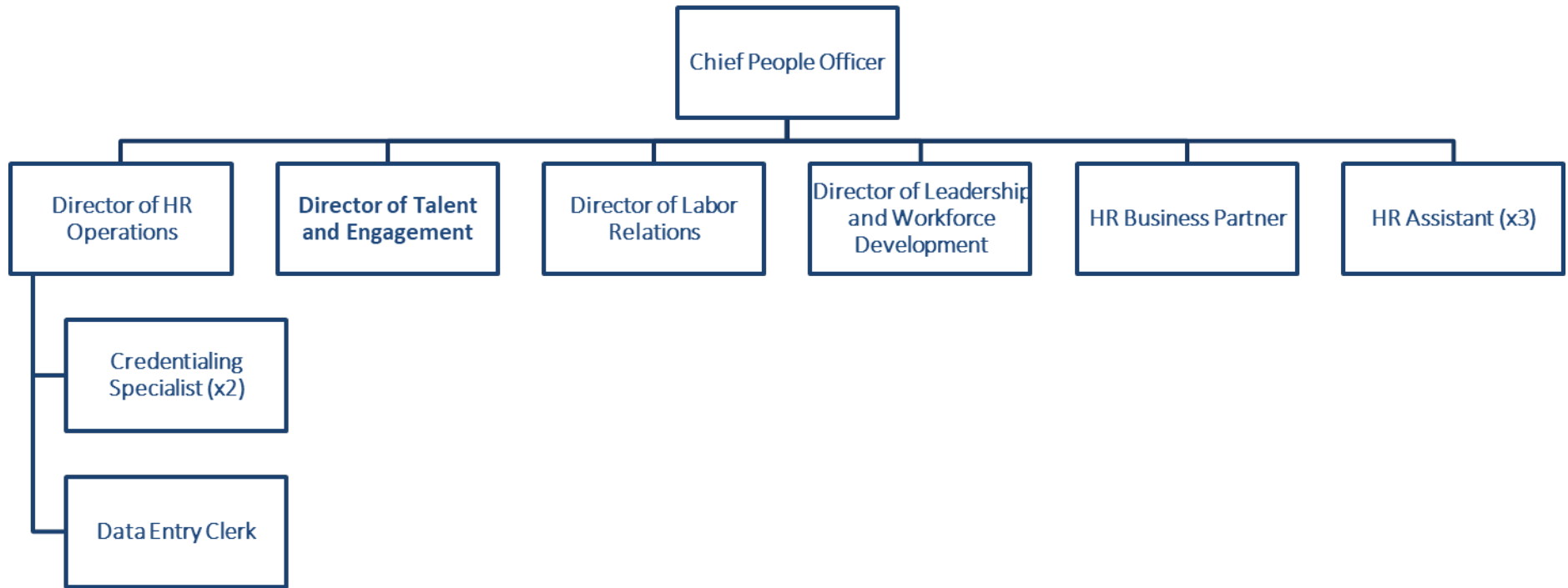
Please direct all nominations and resumes to Lisa DeSimone Arthur, Julie Rosen, and Stephanie Ikediobi, preferably via e-mail, at sikediobi@wittkiewer.com. Interested parties may also apply via the WittKieffer candidate portal. Candidates can find this portal via the WittKieffer website at www.wittkiewer.com, under "For Candidates."

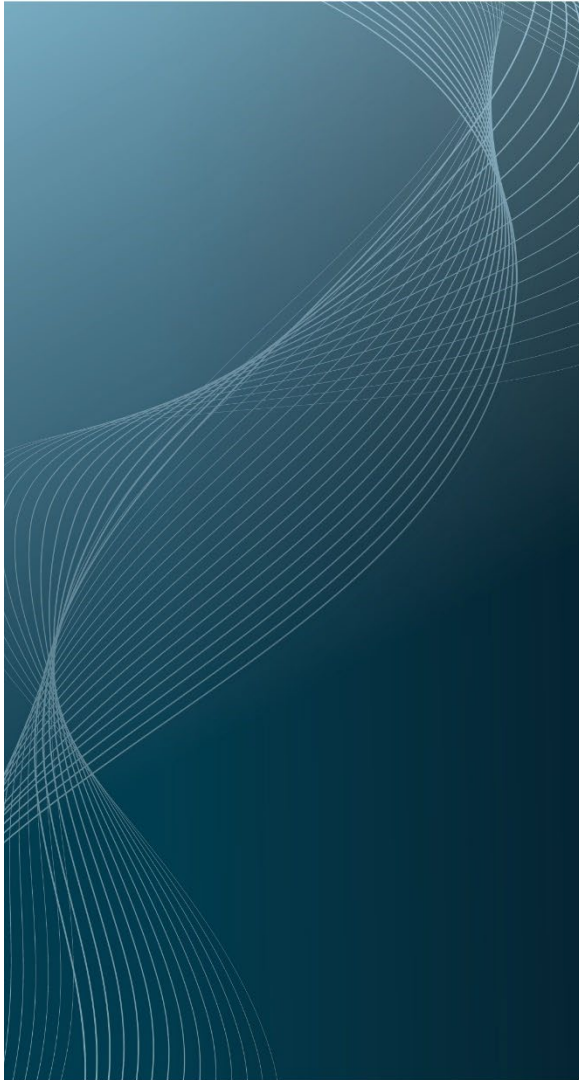
Lynn Community Health Center values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

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Organizational Chart





WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

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