



Yakima Valley Farm Workers Clinic

we are **family**

Corporate Programs Officer

Leadership Profile
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The Opportunity

Yakima Valley Farm Workers Clinic seeks a dynamic, distinguished executive to serve as its next Corporate Programs Officer. This is a unique opportunity at one of the largest, most respected community health center institutions in the U.S.

Yakima Valley Farm Workers Clinic (YVFWC) began as a small clinic built by volunteers in Toppenish, WA and has grown into one of the largest community health centers in the Northwest, with over 40 clinics in 18 communities across Washington and Oregon. The neighborhood based centers serve over 180,000 patients regardless of their ability to pay through the dedicated work of 1,500 caregivers and 166 medical, dental and behavioral health providers. Additionally, YVFWC is leading in the era of national health care reform and is Joint Commission certified, Meaningful Use recognized, and has been NCQA level 3 Patient Centered Medical Home recognized since 2014.

Reporting to the Corporate Executive Officer (CEO), the Corporate Programs Officer serves as a critical member of the executive management team, articulating and implementing the strategic vision and leadership of a significant portfolio of programs and related services. Importantly, this role provides vision and leadership for Vice Presidents and Directors over Program Operations, Planning and Development, Population Health Management, Business Development, and Project Management Office.

The Vice President, Population Health Management is a newly created position for YVFWC and will contribute significantly to the strategic direction of the organization moving forward. Given the importance and scope of this direct report to the Corporate Programs Officer, candidates who have led population health strategic initiatives will be given strong consideration.

First and foremost, the successful Corporate Programs Officer must be a genuine leader with a passion for the services provided and the patients served by the organization. YVFWC requires a trusted and respected leader with strong operations credibility and a distinct vision for the future of health care that aligns with the organization's mission and vision. The Corporate Programs Officer must bring top-notch interpersonal skills and a "partner with" orientation.

Organization Overview



Yakima Valley Farm Workers Clinic (YVFWC) began in 1973, and today has grown into one of the largest community health centers in the Northwest, with over 40 clinics in 18 communities across Washington and Oregon. Their neighborhood centers offer affordable, high-quality care for all patients young and old.

When Yakima Valley Farm Workers Clinic opened, health care for migrant and seasonal farmworkers was almost non-existent. By the efforts of three respected physicians — Dr. Paul Monahan, Dr. Donald Gargas, and Dr. Julie Ricking — a clinic was started in Toppenish in a small house made of plywood and built by VISTA volunteers.

YVFWC delivers services directly to their communities in a simple, convenient way and provides a broad range of services for the primary care patient in a community-based clinic. The interdisciplinary staff is dedicated to remaining a patient-centered, integrated health care organization for families in Washington and Oregon.



Family
Medicine



Internal
Medicine



Pediatrics



Women's
Health



Dental
Care



Eye and
Vision Care



Pharmacy



Behavioral
Health



Nutrition
and WIC



Community
Outreach

Our Vision

The health of one person is the health of humanity.

Our Mission

Together we are dedicated to lead, with the courage to care, the determination to promote personal growth, and the compassion to champion the cause of those who have no voice.

Important facts:

- YVFWC serves more than 180,000 patients, nearly half of whom are children.
- Full-time staff has grown to more than 1,500 and includes 166 medical providers, 35 dentists, and 18 pharmacists.
- Northwest Community Action Center has helped 7,100 people with educational services, employment, and job training, rental and shelter help, and assistance paying for weatherization and utility bills.
- WIC services alone have helped 30,000 people get food.
- Leading in the era of national health care reform.
- Joint Commission certified through outstanding programs and services.
- Meaningful Use recognized for using technology to offer patients the best care and record-keeping possible, to engage patients and their families in their health, and to assure clients' privacy and security.
- Level 3 Patient-Centered Medical Home recognition by listening to patients, focusing on their personal health goals, and continuing to provide safe, high-quality affordable care.



Children's Village

Children's Village serves children living in Central Washington that require specialized medical and therapeutic services. Children's Village also offers many parent and family support opportunities. Operated in partnership with Virginia Mason Memorial Hospital, Central Washington Comprehensive Mental Health, and The Memorial Foundation, Children's Village is built on the belief that children with special needs are not defined by their diagnosis but their unique qualities, talents, and potential.

Residency Programs

YVFWC participates in both the National Health Service Corps and the Teaching Health Center programs. The National Health Service Corps is a vital program that provides scholarships and loan repayment to providers that commit to serving in underserved areas. Loan repayment programs offer a great way to pay down your health professional training debt. Yakima Valley Farm Workers Clinic is an eligible site for both state (Washington and Oregon) and federal loan repayment programs. The Teaching Health Center program is an innovative effort focused on growing the supply of primary care providers trained in community-based settings.

- **Sollus Northwest Family Medicine Residency:** The Sollus Northwest residency program is committed to training and educating osteopathic and allopathic family physicians who have recently graduated.
- **Sollus Northwest Family Nurse Practitioner Residency Program:** The FNP residency is a 12-month program providing intensive training to both the clinical complexity of family practice in the safety net setting, and training to a high performance, PCMH model for primary care.
- **The Northwest Dental Residency** offers one-year residencies that serve people living in the Washington state communities of Yakima, Toppenish, Grandview, Chelan and Wenatchee. Residents work with a variety of patients, including those who are medically compromised, phobic patients, and individuals with developmental disabilities.

Training Opportunities

In addition to residency programs, YVFWC offers student placements and internships in almost every area of their work. In 2014, YVFWC launched the Sollus Northwest Administrative Fellowship Program that aims to give young leaders an opportunity for hands-on experience in health care with the goal of developing their future leaders.

Mobile Medical and Dental Services

Mobile Medical and Dental Services focus on preventive health; promoting healthy behaviors and activities; and linking individuals to medical and dental care providers. YVFWC works in partnership with local school districts, Head Start centers and other community organizations. The dental program focuses on providing oral hygiene education, dental screenings, fluoride and sealants. The medical services provided by the mobile units are: immunization clinics, flu shot clinics, sports physicals and well-child exams.

Nutrition Services

Registered Dietitians are available to all patients at no cost for nutrition counseling and chronic disease self-management techniques. Dietitians work with patients of all ages with nutrition-related concerns, such as diabetes, heart disease, weight management, and building healthy habits for families. Nutrition education is tailored to meet the individual's lifestyle and support their health goals in a judgment-free, sensitive, and supportive environment.

Behavioral Health Services

Yakima Valley Farm Workers Clinic has an integrated behavioral health model within its outpatient clinics. YVFWC provides counseling and therapy with special focus on children and adolescents and their families. Psychiatrists, psychologists, therapists, counselors and case managers work as a team to provide individual, family and group therapy, assessments and evaluations, medication management, and case management services.

Dental Services

The Yakima Valley Farm Workers Clinic provides comprehensive dental care for all age groups. The dentists, hygienists, and other staff members emphasize prevention, and working with their patients to develop effective treatment plans.

Northwest Community Action Center, a CAP Agency

Community Action Programs are local, private, non-profit organizations that carry out the Community Action Program, which was founded by the 1964 Economic Opportunity Act to fight poverty by empowering the poor.

Northwest Communication Action Center (NCAC) develops and oversees programs that support their communities in three fundamental ways: family services, employment and training, and education services. NCAC also has a rental assistance program, an energy assistance program, a home weatherization program, education programs to promote energy conservation, and a program to help families locate qualified childcare services.

Working with school districts, businesses and agencies, NCAC provides services, including employment and training programs for youths and adults, education to improve parenting skills, mentoring and tutoring programs, plus a variety of case management and referral services. After-school programs give youth and families access to educational opportunities and support services. These services augment school offerings to improve academic performance, which will enable participants to become successful members of their community.

Position Summary

The Corporate Programs Officer will serve as a critical member of the executive management team. This position will articulate and implement the strategic vision and leadership of a significant portfolio of programs and related services. Oversees and evaluates the effectiveness of programs to provide ongoing feedback. Helps to promote and diversify funding through effective resource stewardship and retain (provide) a healthy mix of government funding and private philanthropic support. Manages care contracting/value based contracting, regulatory policy, planning, research, grant funding, health management and healthcare third party services.

Reporting Relationships

Reporting to the Corporate Executive Officer (CEO), direct reports include:

- Vice President, Program Operations
- Vice President Planning & Development
- Vice President, Population Health Management
- Director, Business Development
- Project Management Office

Responsibilities

Leadership, Staff Management and Organizational Strategy

- Coaches, mentors and trains direct report staff. Provides continuous performance management and conducts employee performance evaluations. Addresses performance and/or behavior issues, clarifying expectations and providing feedback.
- Supports staff growth and development. Assesses the educational and experience needs of all levels of staff in collaboration with the individual. Encourages staff to seek educational opportunities incorporating job related training in addition to mandatory training.
- Participates in the recruitment and selection of staff. Provides orientation to outline job requirements and expectations, policies and procedures, and proper use of tools and equipment.
- Creates and maintains an inclusive work environment that respects diverse ideas, backgrounds and styles. Supports diversity through the selection, management, and retention of diverse employees. Creates, drives and maintains an employee engagement culture.
- In coordination with the Executive Officer and executive team, plays a key role in the overall development, strategic planning, service delivery, and management of multiple programs and departments. Provides leadership and input for all strategic planning processes with the EO, other Officers, and staff and board.
- Provides direction, supervision, and feedback to senior program staff to build their skills so that they can mentor, encourage, and motivate their staff. Provides assistance and guidance on how to troubleshoot program and staff performance challenges. Supervise program directors and

support direct reports to develop and implement overarching goals, work plans, budgets, and day-to-day program management.

- Deploys resources efficiently and effectively toward organizational goals and works with staff to do the same. Identifies and manages risks, resolve conflicts, and removes barriers that impede the department's ability to achieve company goals and objectives.
- Serves as liaison to key stakeholders in government and industry. Mentors Vice Presidents and Directors, on how to proactively engage in planning to improve program management. Promotes regular and ongoing opportunities for staff, clients, and partners to give feedback on program operations.
- Creates and supports a high performing culture in the program department aligned with YVFWC core values. Develops a team-based environment to motivate and inspire staff to work collaboratively toward vision and goal, by clearly communicating agency vision, implementing yearly staff development plans and ongoing mentoring.
- Establishes annual program, departmental, and staff goals and objectives and tracks results against these goals as well as accountability protocols.
- Participates in the budget development process and prepares an annual operational budget for review and board approval. Maintains a high level of fiscal accountability and responsibility, ensuring continued financial viability of program services, and reports on progress made and challenges encountered.
- Uses innovation and a change management mindset to challenge the status quo; looking outside YVFWC for improved approaches and solutions to the challenges facing the healthcare system.
- Supports organization-wide efforts to advance YVFWC's commitment to diversity, racial equity, and inclusion. Leads programmatic activities to reflect this commitment.

Program Oversight and Evaluation

- Oversees the coordination, integration, and delivery of all programs, contracts and related services, promoting collaborative relationships between program areas and ensuring that the expectations of funders, partners, constituents, clients, and other stakeholders are consistently met.
- Responds to requests for proposals and applications in partnership with development and senior staff. Coordinates planning and activities necessary for development of model program designs in response to RFPs and RFAs.
- Work closely with the finance department to budget and monitor programmatic operations to ensure sound fiscal and system management.
- Ensures the delivery of qualitative and quantitative goals and outcomes of programs and services. Coordinates and analyzes the appropriate data to inform the programmatic and operational decision making process. Increases YVFWC's efficiency, transparency and collaborative efforts among teams.

- Develops and utilizes an assessment protocol to determine the feasibility and sustainability of programs as well as lead to more effective and efficient service delivery.
- Provides consistent focus on quality of services and leads and implements a continuous quality improvement process throughout the program and service areas. Focuses on systems and process improvement, program outcomes, and program evaluation.
- Ensures that all program activities operate consistently and ethically within the mission and values of YVFWC.

Managed Care Contracting

- Assesses the opportunities and economic value of contracting with national providers, leveraging the size and scale of multi-state relationships. Establishes and maintains strong business relationships with existing or target national providers. Consults on and influences the reimbursement and medical policy for national provider services.
- Manages performance of Service Level Agreements (SLA) for contracted national providers and identifies opportunities for risk and cost mitigation.
- Ensures adherence to ACFC provider contracting policies.

Value Based Contracting

- Facilitates and leads the strategic planning process for the development, implementation and management of value-based programs focused on favorable total cost performance as well as care quality and member satisfaction improvements.
- Formulates and implements alternative reimbursement methodologies for various provider types that support favorable financial performance of the organization's networks.
- Supports the development of comprehensive networks aligned with product development, sales/marketing growth strategies, and utilization management goals.
- Facilitates, executes, and communicates contract negotiations with all levels of organization.
- Identifies and communicates appropriate medical cost management initiatives to support the overall success of the network financial performance.
- Support and implement Provider Engagement strategies/initiatives.

External Relations and Collaboration

- Oversees team engaged in the sales and customer service for the various business lines that YVFWC sells.
- Builds and maintains effective partnerships with organizations YVFWC collaboratively provides services with, ensuring enough resources and access to services. Establishes and enhances collaborative partnerships with regional providers.

- Alongside the Executive Officer, serves as a spokesperson and bridge-builder on YVFWC's advocacy, third party services, and policy work.
- Works with external partners within various networks of organizations to solve local issues through collaborative programming.

Goals and Objectives

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

- **Integrate Successfully into the Organization:** Within a short period of time, develop trust and internal credibility with the YVFWC team and all members; learn the organizational strategies and operating structure; understand YVFWC's uniqueness, strengths, complex relationships, and become energized and acclimated to how this dynamic organization functions. Become a partner to key leaders in the system by assisting them with accomplishing population health management goals and objectives.
- **Lead Program Strategies:** Create and implement a vision and infrastructure for various YVFWC Program strategies across the organization; optimize the work of the project management office; further enhance community outreach, education, child services, housing and homelessness, nutrition and mobile services across the communities served; provide leadership for contract compliance, policy and grant writing and community needs assessment.
- **Lead and implement Population Health Strategies:** Provide support, guidance, and visionary leadership to enable teams in pursuit of building out a population health program across the organization that focuses on quality, appropriate utilization, and total cost of care.
- **Build business to business services:** Through decades of success in the delivery of healthcare and an infrastructure to support this work, lead and support the Business Development team to monetize YVFWC's expertise and efficiencies by selling B2B services.
- **Work with Clinical and Operations Leadership to Drive Results:** Be visible and accessible to clinical and operations leaders; clearly articulate performance on key metrics, identify gaps and together establish priorities to move forward; provide the appropriate tools and support to drive change across the organization, creating engagement and accountability. Work collaboratively with various teams to achieve desired outcomes related to community benefit, quality, and total cost of care.
- **Communicate with Impact:** Ensure effective processes are in place to foster open lines of communication with leadership, physicians, and staff relating to YVFWC's programs. Ensure information is communicated vertically and laterally to other centers as needed and informs leadership of any issues.

Candidate Qualifications

Education/Certification

- Master's Degree in Healthcare Administration, Healthcare Management, Public Health, Mathematics/Data Science, or related field is preferred.
- Bachelor's Degree in Healthcare Administration, Public Health, Business Administration, or related field is required.

Knowledge and Work Experience

- Ten or more years of experience in a leadership role (which includes management of staff who supervise others) in a social service or a healthcare setting.
- Knowledge of management principles and organizational theory; recruitment, training, and development of management staff; personnel management; fiscal accountability, management information systems; facilities management.
- Knowledge and/or experience with value-based care contracting.
- Knowledge of Business Intelligence and the ability to analyze data and create strategy in a competitive manage care environment.
- Passion for YVFWC's mission and purpose and an ability to communicate this passion to others.
- Demonstrated experience managing a high-performing team in a multi-site structure to include professional development and mentorship.
- Comprehensive working knowledge of program planning, organizational structure, budgeting, administrative operations, and fundraising.
- Expertise in one or more of the following service areas: education, youth development, workforce development, employment, or adult education.
- Strong skills in strategic and tactical decision making, negotiating, long and short term planning and implementation.
- Demonstrated ability to analyze and compile complex data for planning and reporting purposes.
- Excellent communication skills, both written and oral, with the ability to represent the organization externally across a wide range of stakeholders and constituencies.
- Strong relationship builder with the ability find common ground, build consensus, and strengthen collaboration among diverse stakeholders.
- Strong community awareness, astuteness, and effective interaction with the political and community environment.

- Ability to successfully navigate in a fast-paced, outcomes-driven and entrepreneurial environment.
- Demonstrated commitment to the values of diversity, inclusiveness, and empowerment.

Leadership Skills and Competencies

- A change agent who thrives on innovation and is able to adapt to a highly dynamic environment and look at problems and solutions from a creative standpoint.
- A highly personable, approachable person who is able to promote and maintain the momentum and enthusiasm to drive quality, performance improvement, patient safety and service excellence.
- Energized, enthusiastic, resilient and engaged leader with a strong intellect and creativity.
- Inclusive leader with outstanding interpersonal skills, who empowers, motivates and challenges staff while holding them accountable. A team player who has an open and non-competitive leadership style that promotes partnerships and builds trust and strong relationships.
- Excellent written and verbal communication skills, including the ability to listen effectively and be open to the ideas of others. Can present data and translate complex issues into comprehensible ideas in a concise and easily understood manner.
- Innovative, creative and “thinks outside the box.”
- Sound financial acumen.

The Community

Yakima Valley, Washington

The Yakima Valley is located in south Central Washington and is known for its quality and quantity of agricultural crops, large wine and craft beverage industry, blue skies and affordable housing. Take advantage of Yakima's affordable housing, time-saving commutes, skilled business community and knowledgeable civic leaders.

The Yakima Valley is surrounded by numerous recreation areas, including Mount Rainier National Park; Mount Adams; Goat Rocks and William O. Douglas wildernesses; the Wenatchee National Forest; Yakima River Canyon Scenic Byway; many lakes and streams as well as the Oak Creek, L.T. Murray and Saddle Mountain wildlife areas and the Hanford Reach National Monument. Other recreational areas include the Ahtanum Multiple Use Area, Toppenish National Wildlife Area, White Pass Scenic Byway, Mather Memorial Parkway and Pacific Crest National Scenic Trail. Downhill and cross country skiing, world-class fly fishing, water sports, mountain biking opportunities and gorgeous hiking trails can all be found within an hour's drive of Yakima.



The Yakima Valley is rich with families of all types sharing community-sponsored events, neighborhood-organized barbecues and holiday parties. There's a feeling of belonging, even when you've just arrived, that inspires so many new families to call Yakima home. There are a wide variety of youth organized sports.

Yakima offers a variety of education options with excellent public and private schools, and thriving secondary educational facilities. One does not have to leave town to hear fine classical music, because Yakima has its own symphony orchestra. Pair that with local arena concerts, outdoor music events and a historic theater that hosts a variety of entertainment events, including traveling Broadway performances, for a region offering cultural breadth and diversity.

The Yakima area boasts some of the most affordable housing statistics in Washington. Based on the most recent U.S. Department of Housing and Urban Development data, the average existing home sale price in Yakima hovered around \$271,000 in 2020. The average monthly rental for 2020 for a two bedroom apartment was \$772. Another advantage of living in Washington State is no state income tax.



The climate of the Yakima Valley is mild and dry, having characteristics of both maritime and continental climates modified by the Cascade and Rocky Mountains. The summers are dry and hot, and the winters are cool with light snowfall. There is an average of 300 days of sunshine each year with a normal total of 7.98 inches of precipitation.

Yakima County is Washington State's leader in value of farm output, with a mature and diverse agricultural base. Yakima County continues to lead all counties in the nation in the

production of apples, hops, sweet cherries, pears and mint, and ranks 12th nationally in value of total agricultural products sold, with crop sales topping more than \$1 billion annually. With its farm production base, the Yakima area is also a major food processing region. There are over 250 manufacturing firms in the Yakima area, which produce a variety of products including farm implements, wood products, metal products, packaging, plastic products, clothing, aircraft parts and recreational vehicles.

Seattle, Portland, and Spokane are within a three hours' drive – close enough to enjoy without having to deal with a grid-locked life. To see what you can experience in the Yakima Valley, go to www.visityakima.com or www.yakima.org. For more information on relocating to Yakima Valley please visit <https://www.chooseyakimavalley.com/living-here/>.

Timeline

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

Paper presentation of qualified candidates to Search Committee: November 23, 2021

Round One interview dates: December 6 & 7, 2021

Round Two interview dates: December 27, 28, and/or 29, 2021

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

Expressions of interest, nominations, and applications are welcome and can be made via the WittKieffer Candidate Portal [here](#). The Candidate Portal is a secure, easy way to nominate a colleague, express interest, or apply for a position.

If you have questions about this opportunity, please contact Beth Nelson and Luke Morris through the office of Nick Rogish, preferably via e-mail, to nrogish@wittkieffer.com.

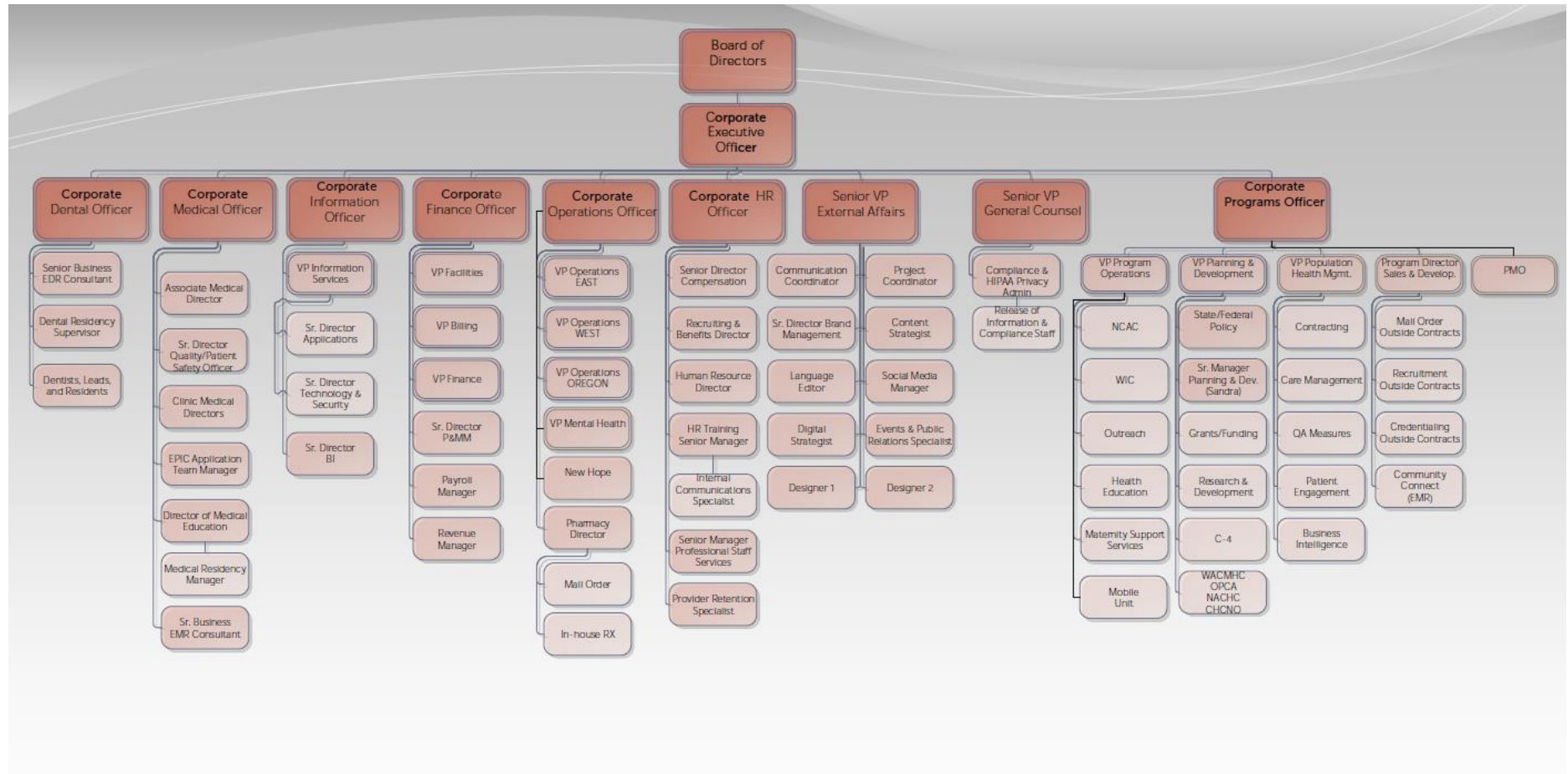
All inquiries, applications and nominations will be held in the highest confidence.

Yakima Valley Farm Workers Clinic 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 Yakima Valley Farm Workers Clinic 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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Organization Chart



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