



CHARLES B. WANG
COMMUNITY HEALTH CENTER
王嘉廉社區醫療中心

Chief Executive Officer

of the

Charles B. Wang Community Health Center

New York, NY

Leadership Profile

April 2019

The Opportunity

This is an opportunity for a progressive healthcare professional to provide strategic leadership to the Charles B. Wang Community Health Center (CBWCHC), an NYC-based Federally Qualified Health Center (FQHC) with approximately \$65 million revenue per year, serving primarily Asian clientele. The next CEO of CBWCHC will lead the organization to the next level of growth and expansion, including construction of a new facility in Flushing, Queens. The ideal candidate will have experience leading a community-based health organization in a fiscally responsible manner, will appreciate and respect the dynamics and traditions of Asian cultures, and be familiar with the political, regulatory, and market dynamics of the NYC healthcare environment.

The Organization

For over 40 years, Charles B. Wang Community Health Center has been a leader in providing high-quality, affordable, culturally sensitive health care to the Asian American and other underserved communities in the New York City area. See www.CBWCHC.org.

Vision and Mission

The vision of the CBWCHC is to ensure that everyone has full and equal access to the highest level of health care; the mission of the Health Center is to provide high quality and affordable health care to the underserved, with a focus on Asian Americans.

History

The organization started in 1971 when a group of volunteers organized the Chinatown Health Fair, the first health fair held in the streets of New York City's Chinatown. Following the tremendous community response to the 10-day event, volunteers worked together to establish a program that could meet the community's ongoing needs for affordable and accessible healthcare. The program, known then as the Chinatown Health Clinic, opened its doors to the community in the fall of 1971 and operated out of space donated by the Episcopal Church of Our Savior at 48 Henry Street. For the next six years, volunteer doctors, nurses, social workers, and students provided free services two evenings each week and on Sunday afternoons. Volunteers also served as escorts and translators for patients who needed follow-up care at local hospitals.

In 1977, The Chinatown Health Clinic received federal funding to become a FQHC under section 330 of the Public Health Service Act. With this funding the Clinic was able to hire full-time professional staff, including a Medical Director, to offer primary care, patient education and support services to the community. In 1999, the Clinic changed its name to the Charles B. Wang Community Health Center to recognize a major donor for supporting the clinic's facilities expansion needs.

The Present

Today, CBWCHC operates in five locations in Lower Manhattan and in Flushing, Queens. As a Level III Patient Centered Medical Home, CBWCHC delivers comprehensive and well-coordinated care to patients through multi-disciplinary practice teams that include doctors, dentists, nurses, social workers, health educators, nutritionists, care coordinators and medical assistants. Health Center staff are fluent in many languages, including Mandarin, Cantonese, Taishanese, Shanghainese, Fujianese, Vietnamese, and Korean.

In addition to medical and dental services, CBWCHC has nurtured and grown generations of health and social service professionals committed to community service, through its unique training and internship programs.

Graduates work in hospitals, community health centers, private practice and other health care settings throughout the country. Many are continuing their service to the Asian American community, further spreading the impact of the volunteers who came together in 1971.

Recognition for Quality

CBWCHC has been continually recognized for its commitment to quality health care and patient advocacy. In 2018, CBWCHC received the National Quality Leader award from the Health Resources and Services Administration (HRSA); it was the only Community Health Center in New York State (and one of 36 Federally Qualified Health Center out of 1,373 in the country) to earn this recognition.

CBWCHC has a long history of working with its patients and the community to inform service delivery. Over the past years, CBWCHC has evolved from a concept of community engagement and altruism to a health center that provides much more than just patient services. The driving force behind it is their engagement of community partners in creating a shared vision to improve the health of the community so it may flourish and succeed. Community members serve on the Board of Directors, the Patient Relations Committee and the Women's Health Advisory Committee.

Services Provided

In 2018, CBWCHC provided Internal Medicine, Pediatrics, OB/GYN, Mental Health, Dental, Specialty, and Enabling Services to more than 61,000 patients for a total of about 280,000 patient visits. The Health Center's employs approximately 625 full-and part-time staff, including about 80 FTE providers. Physician led care teams work together to help patients achieve their optimal level of health. The Enabling Services staff conduct outreach to link patients to services, educate patients in preventive care and health maintenance, provide social work assistance, and coordinate care for patients. Other programs and services include:

- Research and Evaluation Program – an innovative research and evaluation program that supports its mission to provide high quality and affordable care to the community.
- Teen Resource Center – supplements the work of the Pediatric Department by providing a safe space for Asian American and other underserved youth to learn new skills, build support networks and serve as community health advocates.
- Smoking Cessation Program – In New York City, about one in four Asian American men smoke tobacco. Through its Smoking Cessation Program, the Health Center's certified Tobacco Treatment Specialist provide counseling and help to quit smoking.
- Hepatitis B Program – Hepatitis B is the leading cause of liver cancer and is common in the Asian American population. CBWCHC provides comprehensive hepatitis B care and treatment, as well as preventive services such as testing and vaccination.

The Culture

The culture of the CBWCHC is one of its most distinctive attributes. CBWCHC has a primarily Asian work force and client base, and the organization emphasizes courtesy and respect, stability, and close personal relationships, almost familial in nature. Hard work and fiscal responsibility are central to the organization's values. CBWCHC has a supportive culture that greatly values mentoring.

Locations

Clinical Sites:

- 268 Canal Street, New York, NY 10013 (headquarters)
- 125 Walker Street, 2nd Floor, New York, NY 10013
- 136-26 37th Avenue, Flushing, NY 11354
- 137-43 45th Avenue, Flushing, NY 11355
- 131-72 40th Road, Flushing, NY 11354 (expected opening in 2021)

Support Locations:

- 168 Center Street, New York, NY 10013
- 161-10 Jamaica Avenue, Jamaica, NY 11432
- 136-21A 37th Avenue, Flushing, NY 11354

The Position

The CEO will be CBWCHC's principal leader, representative, and spokesperson to their key external stakeholders which includes elected officials, government leaders, foundation and corporate funders, nonprofit affiliates, the media, and the grassroots community. An important part of leading CBWCHC will be launching their new Flushing site and managing the rapid growth and changes that will follow.

The next CEO of CBWCHC must be strategic and visionary, able to lead this healthy organization into an uncertain future featuring demographic and competitive market shifts and likely regulatory/reimbursement changes. Specific responsibilities include:

- Envision and lead CBWCHC staff, in close collaboration with the Board of Directors. Engage in furthering our Mission & Vision, as appropriate.
- Lead, communicate clearly and proactively to inspire others. Ensure continuity for the next generation of leaders to grow CBWCHC. In doing so, the CEO will need to identify, develop and mentor staff.
- Be empathetic, with a deep understanding and knowledge of the Chinese American and Asian American community in the Greater New York City Area.
- Lead the development of long-term strategic directions through a strategic planning process which engages senior staff and the Board of Directors. Effectively implement the resulting strategic plan.
- Ensure that high quality medical and dental services, mental health, health education, and social services are cost effectively/efficiently delivered to CBWCHC patients.
- Lead in fundraising including those of the Chinatown Health Clinic Foundation.
- Have a high degree of emotional intelligence with the ability to interact with diverse people from a wide range of cultures.

The Candidate

The ideal CEO candidate will be a well-rounded leader familiar with community health issues. S/he must also have strong financial skills and business sense, appreciation of and commitment to the mission of a community health center, and an adaptive management style. The next CEO must be familiar with Asian culture, and have the skills and experience to inspire confidence and respect from internal stakeholders at all levels, and to be an effective ambassador to a diverse external community. Familiarity with facilities,

construction, and real estate is a big plus, as is an understanding of the grant writing process. Background considerations include:

- 10 to 15 years of experience & passion in healthcare, public health and or administration with a voice on a nation-wide or regional basis, preferably.
- Track record of growing an organization including significant annual revenue increase, along with extensive interfacing with a Board of Directors
- Experiences include:
 - Sustaining an effective organizational structure that developed the best in staff with appropriate training for the organization to excel
 - Establishing & strengthening an organization's relationship with external agencies (e.g. hospitals, managed care organizations, primary care associations & federal, state and local agencies)
 - Demonstrating an ability to simultaneously handle multiple priorities in a grassroots community setting.
 - Overseeing the development of strong fundraising initiatives with individual donors, foundations and government funders.
 - Developing & maintaining systems to ensure compliance with federal, state and local laws & regulations.
 - Overseeing an organization, delegating & holding key personnel accountable which includes:
 - ✓ Senior Management or Staff, across operational & administrative functions
 - ✓ Finance to ensure financial stability and future growth.
 - ✓ Human resources to ensure standards and compliance
 - ✓ Corporate communications both internal and external

The ideal candidate will possess:

- Leadership skills that will inspire and motivate the staff and community
- A record of accomplishment in a community health, public health or ambulatory health setting
- A solid record in business, financial and operations management
- Skills and experience in organizational design
- Ability to be objective and data-driven in decision making
- Ability to function well in highly diverse cultures and communities
- High integrity with humility, respect, and exceptional interpersonal skills
- Excellent verbal and written communication skills
- A highly collaborative, team-oriented work style
- Comfort being a highly visible leader, collaborative as a colleague and progressive as a driver of integrated health care
- An outstanding reputation among leaders and peers within the healthcare community
- An advanced degree such as MPA, MBA, MD, or JD preferred

Critical Success Factors

The primary criterion by which the new CEO will be judged in the first year will be success at learning the dynamics of the organization, and developing strong and productive relationships with stakeholders within CBWCHC and with external partners. Other criteria include:

- Continuing to run CBWCHC at a financial surplus, sustainable over the long term
- Successfully opening and developing the staffing and operations of the new location in Flushing
- Developing positive relationships of mutual trust with members of the CBWCHC Board of Directors and the Chinatown Health Clinic Foundation, both individually and as a group
- Displaying solid leadership of staff, showing availability, understanding, and the ability to drive outcomes

The Location

CBWCHC is headquartered in the heart of Chinatown, New York City, with a growing presence in the Flushing area of Queens, NY. NYC is world renowned for business, cultural, educational and recreational opportunities.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to join a progressive organization in a highly visible role that will have tremendous impact in the coming years.

For More Information

Referral of potential candidates or networking sources is welcome. Interested parties please send resume and cover letter to WangCEO2268@ZurickDavis.com. For additional information please contact Lida Junghans, PhD (LJunghans@ZurickDavis.com) or Myranne Janoff (Myranne@ZurickDavis.com) at 781.938.1975. All contact with **ZurickDavis** will remain confidential.

Charles B. Wang Community Health Center is an equal opportunity employer.