



CHRIST COMMUNITY

HEALTH

Chief Executive Officer Opportunity Guide

CCHSAugusta.org



About Christ Community Health Services Augusta, Inc.

Christ Community Health Services Augusta, Inc. (CCH) is a registered 501(c)(3) non-profit, a faith-based community organization, and a Federally Qualified Health Center (FQHC) with a mission to proclaim Jesus Christ as Lord and demonstrate His love by providing affordable, quality primary health care to the underserved. Currently with 5 service sites at 4 locations in Augusta, Georgia, CCH serves populations in three counties (Richmond, Columbia, and Burke Counties) and a county in nearby South Carolina (Aiken County). A potential sixth site is under consideration for 2025.

CCH prioritizes improving the community's mental, physical, spiritual, and emotional health by providing affordable, high-quality access to comprehensive primary and preventive health medical services, delivering dental care and integrated medical and behavioral health care. In recognition of the high-quality medical services provided, CCH has been named a Patient Centered Medical Home by the National Center for Quality Assurance and earned HRSA awards in 2021 as a Health Center Quality Leader and for Advancing HIT for Quality. As a Federally Qualified

Health Center and certified patient-centered medical home, CCH accepts patients with no insurance, Medicare, Medicaid, and most commercial insurance plans. CCH offers free assistance enrolling in the appropriate health insurance programs for which patients are eligible and a sliding fee discount for services based on household income.

CCH Services

- Adult and Pediatric Primary Care
- Chronic Disease Management
- Dental Healthcare
- Behavioral Health
- Physical Therapy



About Christ Community Health Services Augusta, Inc.

CCH offers a wide range of health services:

- Adult Health - Family Practice and Internal Medicine specialists are dedicated to providing patients with comprehensive healthcare options.
- Behavioral Health - Behavioral Health Services are available for all patients, adult and pediatric. As members of the care team, behavioral health providers are available to help address mental health and spiritual concerns, cope with chronic illness and life problems, and assist with substance abuse disorders.
- Children's Health - Pediatricians and children's health team connect children to quality, affordable health care regardless of insurance status.
- Dental Health - CCH offers a full range of high-quality dental services for adults and children as dental care is important to overall health.

Founded in November 2007 by the current Chief Medical Officer, Robert Campbell, MD and Grant Scarborough, MD, CCH began as a 4-exam room clinic, in what is now CCH's Laney Walker site. With the support of University Health Care System and generous gifts from corporations, churches, individuals, and foundations, CCH has grown rapidly in response to the overwhelming need for affordable healthcare. Within a few years of its founding, CCH was gifted the historic Ann Boardman Widows Home in the Olde Town neighborhood, which was the location of Augusta's first hospital in the early 1800's and most known as the location of first Medical College of Georgia.

Since opening, CCH has:

- expanded the original building to 10 exam rooms (Laney Walker Site),
- opened an additional 12-exam room health center (current Olde Town Site),
- completed the second and third floors of the Olde Town health center to add space for physical therapy, patient education, provider offices, and an 8-chair dental clinic,
- opened a third site on Peach Orchard Road which expanded medical/behavioral health from six to nine exam rooms, and
- opened a Pediatric site with an additional 12 exam rooms next door to the Laney Walker site.

CCH continues to grow, providing medical, dental, and behavioral health services to 9,933 unduplicated patients over 42,955 patient visits in 2023. To meet the changing and growing healthcare needs of the community, CCH is prepared for growth and plans to expand to 7 service sites over the next 3 years.

The Opportunity: Chief Executive Officer

Christ Community Health Services Augusta, Inc. seeks a servant-leader for the role of CEO who desires to serve the Augusta community through faith by confidently leading CCH in its delivery of comprehensive person-centered health care. Having successfully adapted and increased its capacity to deliver quality care over the past 17 years, CCH is looking ahead and planning to address the needs for primary health care in the area by increasing access for patients and expanding the number of service sites while maintaining long-term financial sustainability. CCH's next stage will be transformative, requiring a collaborative leader who can build consensus among stakeholders and maintain financial stability all while championing the core values and mission upon which it was founded.

The CEO will be responsible for administering, implementing, and directing all aspects of CCH, its programs, and centers by the policies established by the Board of Directors, Health Resources and Services Administration (HRSA), and applicable state, local, and federal laws, regulations, and guidelines. As the leader of the management team, the CEO will ensure solid management practices are implemented throughout the organization.

Reporting to the Board of Directors, the CEO will oversee 130 team members through 6 direct reports with an annual operating budget of \$14M+. People management will be a strong core responsibility to guide

the direct reports including the Chief Medical Officer (CMO), Chief Financial Officer (CFO), Dental Director, Director of Communications and Development, HR Manager, and an Executive Assistant. Relationship building skills, transparency, and the ability to maintain a long-term focus on the direction of the organization are essential. The successful candidate will have the ability to develop and maintain effective public relations with the community, other healthcare institutions and providers, civic organizations, and national, state, and local groups/governmental entities, advocating for the needs of the underserved.

CCH's culture is one of many perspectives that coalesce in a mission-driven team that see their professional work as an extension of their personal faith. Some at CCH have adapted a mindset of being domestic missionaries who value living in the community served to know and be in relationship with patients as neighbors and friends. Others express a strong culture of belonging and care for patients and colleagues as a genuine reflection of their faith. There is a shared commitment to an authentic expression of Christian faith through the work and mission of CCH and all expressions are valued. The CEO will be expected to understand and value the expressions of missional living, embodied in different ways through the organization, and be visible in the community, participating alongside staff in church, civic, and community-based leadership.

Our Work Environment



Diversity – CCH loves to celebrate the broad range of racial, ethnic, cultural, faith, and generational backgrounds of team members and patients.



Community – As a community health center, CCH welcome individuals and families from across the Augusta Area regardless of their ability to pay. As a team, relationships are fostered between provider, patients, and colleagues.



Growth – CCH provides ample opportunities to grow spiritually and develop professionally.



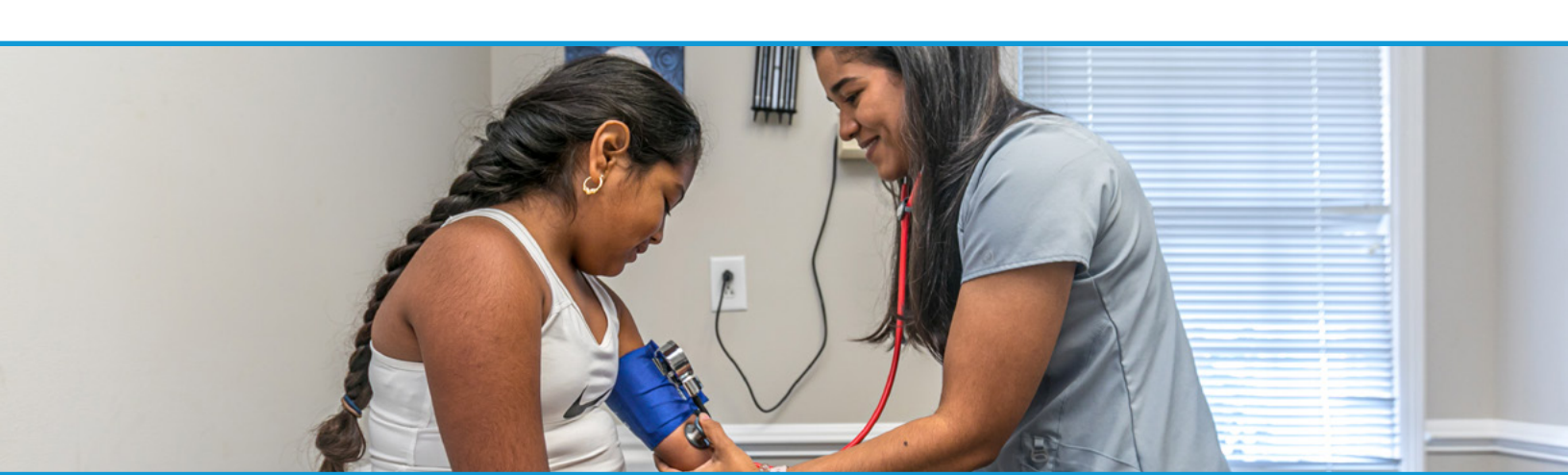
Performance Objectives

Visionary and Strategic Leadership

- Guard and protect the prominence of the mission through upcoming growth and expansion, assuring the mission advances as CCH continues to evolve from its beginnings and serves the needs of patients, staff, and stakeholders today.
- Envision and lead CCH through its next stage of growth and development, including seizing the opportunity to open new access points when able. Propel the work of the 2023 strategic plan to ensure relevancy for the coming 3 – 5 years.
- Foster CCH's missional culture in a way that is reflective of CCH patient and staff needs today, factoring in planned growth as well as its historical roots.
- Monitor the healthcare needs of Augusta and neighboring communities. Communicate the needs and CCH's response of those needs to the staff and Board to better ensure that program strategies and initiatives are designed to meet the needs of the community.
- Ensure that programs and services are mission-driven, in line with strategic plan goals, and meet the needs of the surrounding community.
- Communicate transparently, effectively, and promptly with the Board of Directors.

Internal Culture and Health

- Set the tone for the overall culture as CCH continues to evolve and grow. Work to enhance culture from the current state and build trust among internal stakeholders. Keep a welcoming and caring nature of interaction with patients at the core of the daily work and inspires staff to excel in their daily work.
- Lead, develop, motivate, supervise, and maintain a highly effective, productive, and cohesive staff with both professional/clinical expertise and operational talent.
- Ensure an infrastructure exists to accomplish the mission and that leaders are empowered to develop and motivate the teams they support, to cultivate excellence in staffing at all levels, and to delegate responsibility to meet established outcomes and objectives.
- Inspire a climate of excellence, high ethical standards, and a cooperative spirit among staff; manage through a lens of flexibility, an openness to suggestions, and the ability to resolve/mitigate conflict.
- Collaborate with management and staff at the health center to ensure that each employee understands their job description, the desired results associated with their work, and the resources available to achieve the results.



Performance Objectives

Partnerships and Relationships

- Collaborate with Board members to determine appropriate strategies to achieve CCH's mission and vision, promoting a positive and productive working relationship among the Board of Directors, the staff teams (provider, clinical, and administrative), faith community, partner organizations, patient community, and staff.
- Foster and nurture effective working relationships with major medical centers in the community, the Greater Augusta Health Network, and other partnering health-related agencies and develop new partnerships with local healthcare providers to enhance the services offered by CCH.
- Lead overall organizational efforts, in conjunction with the Board, in the creation and implementation of a plan to identify and build strong relationships with key donors, community leaders and volunteers, and engage both present and potential partners.
- Promote a growth mindset, remaining current with health and population trends in Richmond, Columbia, Burke, and Aiken Counties to ensure the ever-changing and diverse population continues to receive quality and complete care.
- Cultivate investors and ambassadors that will extend the reach and message of CCH to all types of donors and supports, including but not limited to individuals, institutions, foundations, corporate social responsibility leaders, and potential third-party supporters.

Operational Capacity

- Ensure a solid operating infrastructure of all aspects of the organization under the guidance and policy set by the Board, keeping mission and Christ at the forefront.
- Monitor, evaluate, and continuously improve outcomes in operational and clinical areas based on evaluation of data and metrics, best in class standards, and compliance/regulatory guidelines.
- Oversee the development of the annual financial budget, monitor financial activity, report on status and outcomes, and manage the organization to meet the objectives as identified in the budget and strategic plan.
- Ensure consistent reporting on the organization's financial position and outlook and ensure fiscal responsibility. Report any serious financial threats (from any revenue source) to the Board immediately and inform the Chair of all material decisions.
- Take all necessary actions to ensure a stable and reliable income stream(s) for the organization and ensure timely and accurate filing of all documentation and reporting required to receive continued funding.
- Navigate compliance with all standards, laws, and regulations as promulgated by regulatory and accrediting organizations, and all applicable state and federal regulations by implementing proper controls, and providing timely and accurate reporting of financial, administrative, and operational activity as required.
- Develop strategies for additional revenue sources.



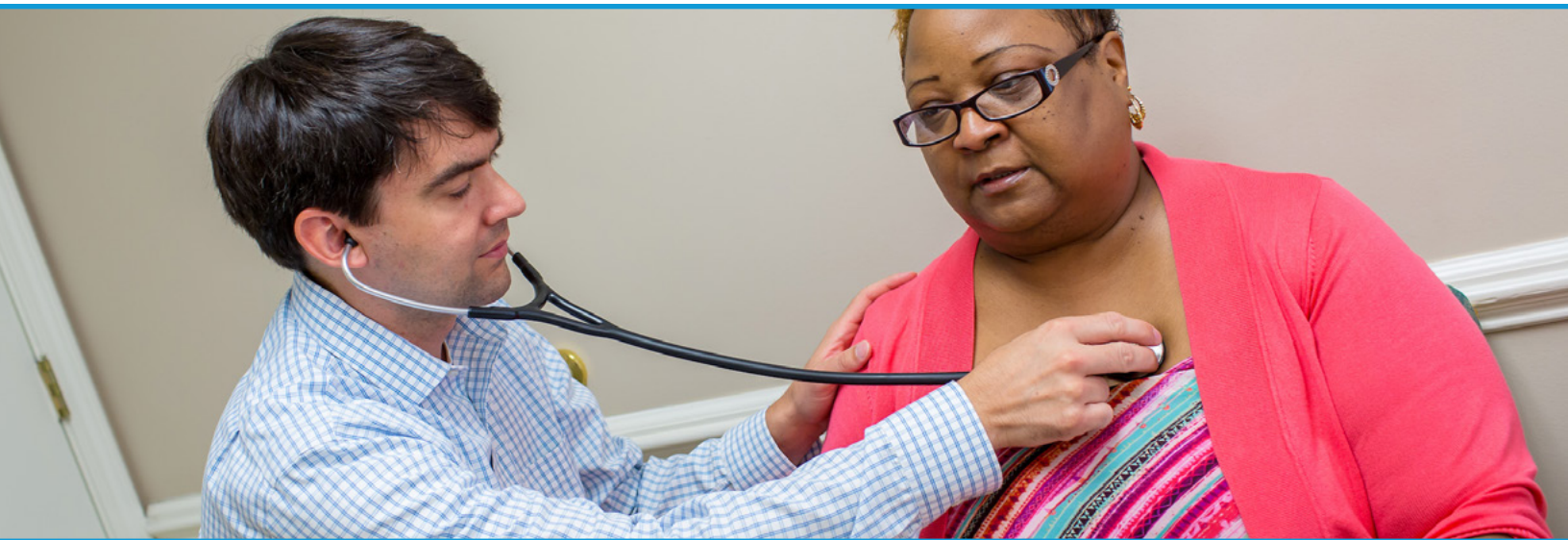
The Qualified Candidate

CCH is seeking a personable and approachable Christ-centered leader who embodies the organization's mission and core values and lives an active faith life. This role is ideal for an executive leader wishing to walk openly in their Christian faith in service to others. The successful candidate will excel in relationship-building and interpersonal skills, have prior experience in Board relations, and be a shining example of integrity and best practices in healthcare management. The CEO will have the ability to lead in supporting and caring for the whole-person needs of the staff as they care for the patients and community.

The next CEO will bring strong business acumen; be a strategic thinker capable of sustaining momentum with the internal culture and forwarding progress with mission growth; and continue CCH's work by effectively building relationships with community partners in our diverse community. The leader will be exceptionally knowledgeable and well informed in

healthcare management and proven as a grower of people, programs, and culture. Experience in the delivery of Christian missional healthcare and a knowledge of complex and blended funding streams are essential to the next CEO's success.

An ideal Chief Executive Officer will bring humility, integrity, resourcefulness, and a heart for discerning stewardship of CCH's resources while actively participating in visionary leadership and strategic program planning, problem-solving, financial tracking and measurement. With a primary focus on preserving and enhancing the faith-based values of CCH, the CEO should possess an entrepreneurial mindset that anticipates and responds to community needs and supports staff to respond to those most pressing issues. The CEO will align staff, programs, and the community to ensure all programs are funded and sustainable to provide reliable resources to its community.



The Qualified Candidate

Specific Requirements Include:

- A minimum of 8 years of management experience in healthcare, preferably faith-based, including planning and analyzing healthcare operations, providing leadership, managing staff, and working with governing boards. Experience with delivery of healthcare in a safety-net setting and/or formal FQHC experience is preferred.
- Ability and capacity to embrace, develop, sustain, and personify the mission and core values of CCH through stages of transition and growth. Cultivate relationships with community partners and civic leaders to leverage support for the mission.
- Proven ability to build strong external relationships with a variety of volunteers, public leadership, partner organizations, donors/investors, and other stakeholders.
- Track record in financial management, stewardship, and developing strategies to successfully increase revenue, including knowledge of HRSA requirements and relevant healthcare policies at both state and federal levels, all with an underlying role of reporting to and partnering with the Board.
- A collaborative management style that values input and brings an enthusiastic and motivating approach to building strong and productive work teams with a focus on mentoring and nurturing staff development and delegating projects.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and then translate those plans into goals and concrete strategies.
- Bachelor's degree in health care management or related fields is preferred.

The next CEO will reside within the greater Augusta/ Central Savannah River Area (CSRA) region. Understanding and embracing the various expressions of missional living, the CEO will fully engage with the faith, civic, and social activities that contribute to the vibrancy of Augusta.

Don't check off every box in the requirements listed above? Please consider applying anyway! Studies have shown that underrepresented communities - such as women, people of color, individuals with disabilities, and immigrants - are less likely to apply for jobs unless they meet every single qualification. CCH is dedicated to building an inclusive, diverse, equitable, and accessible workplace that fosters a sense of belonging – so if you are excited about this role but your experience doesn't align perfectly with every qualification in the job description, we encourage you to consider still applying.



How To Apply

Compensation for this role has been recently benchmarked by the Board and KEES and is expected to be in the upper \$100,000's with strong benefits. Relocation can be negotiated based on the specifics of the hired CEO.

Christ Community Health Services Augusta Inc. is an Equal Opportunity Employer and does not discriminate on the basis of race, sex, color, religion, age, national origin, marital status, disability, veteran status, sexual orientation, gender identity or any other federal, state, or local protected class.

APPLY HERE

To assure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE. All candidate submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/background information both in the screening process and for the finalist(s) in a formal background check.

This search is being managed by Megan Taylor, Project Manager, and Heather Eddy, President and CEO of KEES. Questions may be addressed to mtaylor@kees2success.com.

Please submit your application as soon as possible. Applications are accepted on an ongoing basis, and the search will remain open until a hire is made. Candidates who submit a formal application by November 22 will be given highest consideration.

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in the nonprofit and public sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit www.kees2success.com.





About Augusta, Georgia

In Augusta, history meets high-tech, sports meets with southern hospitality, industry meets with a growing technically-savvy workforce, and a love of the outdoors and recreation meets with a resurgent urban landscape. Located in the east-central part of the state, Augusta lies about 150 miles east of Atlanta via Interstate 20, conveniently located just two and a half hours from both the beach and the mountains. Situated on the banks of the Savannah River, the river serves as the boundary between Augusta and Aiken County, South Carolina. Augusta's current population is about 200,000, and neighboring Columbia County is home to about 100,000. Along with several other Georgia and South Carolina counties, the region is known as the Central Savannah River Area, commonly referred to as the CSRA, and is home to approximately half a million people.

Established in 1736 by General James Oglethorpe, the city has a rich history marked by the footsteps of Native Americans, British and Colonial soldiers, U.S. Presidents,

notable figures, entertainers, scholars, athletes, and everyday citizens. These diverse groups have collectively transformed a modest trading post into Georgia's second-largest city. Augusta is known as the Garden City of the South and is home to the globally-recognized Masters Tournament, birthplace of Soul Icon James Brown, and home of the US Army's Cyber Center of Excellence at Fort Eisenhower. The Augusta/Richmond County area is also a center for medicine, biotechnology, and cyber security. The city's three largest employers are Augusta University, the Savannah River Site (a Department of Energy nuclear facility), and the U.S. Army Cyber Center of Excellence at Fort Eisenhower, which oversees training for Cyber, Signal Corps, and Electronic Warfare. Augusta University, Georgia's sole public health sciences graduate institution, employs over 7,000 individuals. Together with Piedmont Augusta, the Medical District of Augusta provides employment for over 25,000 people and contributes more than \$1.8B to the local economy.