



Interim CEO with Long-Term Potential Maine Mobile Health Program

The board of directors of the Maine Mobile Health Program (MMHP) seeks an experienced chief executive officer to lead the state's only farmworker health organization through a period of change, including serious exploration of a potential merger. Headquartered in Augusta, MMHP improves the health status of seasonal workers and their families by providing culturally appropriate care and services statewide through mobile medical care and referral arrangements (i.e. vouchers) with a broad network of medical, dental, vision and behavioral health providers. MMHP'S unique combination of direct clinical services, voucher referral, and continuous support from community health workers reduces the barriers related to social determinants of health facing this critical workforce.

Starting in October 2022, the interim CEO would help to guide merger negotiations, already underway, and support the board's decision-making process. The opportunity to provide long-term program leadership would remain regardless of the outcome of those negotiations, expected to conclude by early 2023.

Organization Overview

Since 1991, the Maine Mobile Health Program has championed the needs of migrant and seasonal farm workers and their families. The organization, a 501(c)(3) nonprofit and a federally qualified health center, provides quality primary, preventive and specialty health services to more than 1,500 patients statewide each year. Farmworkers are one of the nation's most vulnerable and invisible populations, and they are the engine of Maine's agricultural industry. The harvests in Maine employing migrant workers include blueberries, broccoli, potatoes, apples, and Christmas trees/wreaths.

MMHP offers mobile medical and nursing care to patients at farmworker camps; maintains more than 50 voucher contract sites to complement the mobile care; and offers transportation, interpretation, and care coordination services to link patients from the mobile unit to community providers. To maximize access, MMHP's mobile units and outreach workers travel throughout the various harvests.

Committed to comprehensive care, MMHP offers health education and outreach services to farmworkers on key health issues like pesticide safety, hypertension and depression. Promotoras, clinicians and outreach workers speak Spanish and Creole to meet the linguistic needs of Maine's farmworkers.

MMHP coordinates a farmworkers' resource center in the DownEast region during the blueberry harvest, providing central access to its mobile unit team. The resource center also provides farmworkers with access to educational services, social services, a food pantry, and legal aid.

In addition to these ongoing core activities, MMHP has been at the forefront of efforts to ensure that underserved and vulnerable populations receive COVID-related services. Working closely with the Maine CDC, MMHP has offered COVID testing to every migrant farmworker entering Maine, and administered vaccinations to farmworkers through its mobile clinics.

The Maine Mobile Health Program collaborates year-round with farmworkers, growers, local organizations, and primary care providers to offer Maine's migrant seasonal farmworkers the best possible access to care. MMHP

seeks to increase its partnerships with Maine's community of growers to ensure that its services reach all such workers in Maine.

In 2018, MMHP earned national recognition as the Migrant Health Center of the Year. Its strength derives from a dedicated board of directors and a deeply talented, long-tenured staff. MMHP employs the equivalent of ten full-time staff members in Augusta (including many part-time employees) and community health workers statewide. Typically ranging between \$1.5-2 million, MMHP's annual revenue increased to \$3 million this past year in response to the COVID-19 pandemic.

More information about the organization can be found at <http://www.mainemobile.org/>.

Role and Responsibilities

In addition to supporting strategic discussions pertaining to a possible merger, the interim chief executive officer will be responsible for the administration and management of MMHP's affairs, reporting directly to the board of directors. This individual shall oversee MMHP's finances; manage day-to-day operations; support staff and maintain robust relationships with contractors and other stakeholders; ensure compliance with all laws, regulations and funder requirements; and maintain mission alignment. Specific duties shall include:

Board Relations

- Assure that the board of directors and its committees are appropriately informed with respect to progress toward established program goals, budgets, work plans, and special projects
- Work with staff and board leadership as needed to develop, revise or review policies and procedures

Strategy

- Implement the annual strategic and organizational plans and budgets with staff, board and farmworkers to advance MMHP's mission
- Work closely with external leaders, funders and partners to ensure that current programs are executed efficiently and in alignment with the mission, and to strengthen programs as opportunities may arise
- Make recommendations to the board concerning structural or programmatic changes or new programming or initiatives to meet the needs of the underserved

Visibility, Communications and Advocacy

- Maintain, promote and provide visibility for MMHP by serving as a credible, articulate and effective spokesperson, in person and in writing; reinforce and build understanding and support for the work of the organization statewide
- Maintain MMHP's leadership role in influencing policy by being an articulate advocate for primary care and farmworkers
- Build effective partnerships with organizations and individuals working in MMHP's areas of interest to support program development and eliminate duplication of effort
- Act as the primary contact for information requests and represent MMHP with state and federal funding sources as well as with organizations such as the Maine Primary Care Association, Migrant Health Council, and National Association of Community Health Centers

General Management, Finance and Administration

- Ensure that the day-to-day operations and programs of MMHP are professionally and efficiently organized and administered
- Ensure implementation, and develop as needed, standards and methods for measurement and evaluation of all health center programming
- Liaise and ensure cooperation with other community programs providing service to farmworker communities
- Serve as primary contact with Health Resources and Services Administration (MMHP's primary federal funder) and its program officer
- Ensure compliance with directives and guidelines from the Bureau of Primary Health Care
- Oversee hiring, development and release of all personnel and volunteers, as needed, with primary responsibility for the operations coordinator, enabling services coordinator, camp health aide coordinator, behavioral health specialist, and medical director
- Encourage staff and volunteer development and education, and assist program staff in relating their specialized work to the total program of the organization, its goals and mission
- Maintain a climate that attracts, motivates, and retains a diverse staff of highly skilled people
- Interpret and transmit health center policies to all staff and other personnel and ensure compliance
- Oversee the organization's financial operations and budgetary process, ensuring that sound financial controls are in place and that funds are spent wisely, working closely with the finance manager to maintain the organization's current and future financial health
- Work with the Deputy Director and Finance Director, as needed, to prepare the annual budget
- Review for submission all financial reports required by the granting agency, other funders and the board of directors concerning the various phases and activities of the program.
- Authorize the purchase of supplies and equipment as detailed in MMHP policy; and provide for the maintenance and protection of buildings, equipment and fixtures to ensure continuous use and efficient operation
- Negotiate contracts and agreements for care and services from other agencies and individuals, as authorized by the board

Clinical Oversight

- Work with the medical director on all ongoing clinical activities, projects, and programs to facilitate management and continuity
- Work with the medical director to ensure complete and accurate medical records to assure compliance with regulations and MMHP policy
- Ensure MMHP credentialing policies and procedures are followed
- Ensure clinical reporting systems and other clinical tracking mechanisms, including referral arrangement reports, are instituted

Risk Management

- Coordinate risk management functions to ensure that identification of health center risk exposure, assessment, appraisal, and loss prevention are carried out so that the institution remains safe for its patients, families, and employees

- Serve as Risk Manager
- Identify and limit legal exposures
- Assist in the handling and defense of any legal claims

Quality Improvement (QI) Activities

- Ensure that all QI activities--PDSAs, chart audits, utilization reviews, patient satisfaction survey--are implemented, and if required, results are acted upon
- Ensure that the Quality Improvement Committee regularly reports to the board of directors, including but not limited to results from studies, any deficiencies and/or incident reporting
- Serve as Privacy Officer for HIPAA-related activities and issues
- Serve as Emergency Management Commander when Emergency Plan is activated.

Qualifications

A broad set of skills and abilities is required to ease MMHP's leadership transition and ensure the provision of exceptional care throughout the busy harvest season. The board expects that the successful candidate will bring to the interim leadership role:

- Organizational leadership or high-level management experience in the nonprofit healthcare sector (experience with a federally qualified health center preferred)
- Deep experience in financial management and compliance
- Passion for MMHP's mission and an abiding commitment to diversity, equity and inclusion
- Excellent written and verbal communication skills
- Authentic ease in working with diverse people in varying circumstances
- A track record of inspiring, developing, and empowering staff and volunteers
- Demonstrated strength in building mutually beneficial relationships and partnerships
- High energy and adaptability
- The ability to organize around the big picture while maintaining appropriate attention to detail
- Compassion, open-mindedness and humility

Competency in Spanish and/or Haitian Creole would be a plus.

Compensation and Other Terms

The interim CEO will be hired on a limited contract basis with competitive earnings commensurate with experience, between \$100,000 and \$110,000 annually, and no additional benefits. The board anticipates that interim leadership will be required for approximately six months, but the length of tenure may vary based on performance and decisions concerning the merger.

The interim CEO will work primarily at the organization's headquarters in Augusta.

Nondiscrimination

The Maine Mobile Health Program does not discriminate against any person on the basis of race, national origin, ancestry, public assistance, ethnic background, religion, marital status, economic class, age, disability or handicap (mental or physical), sex, creed, veteran status, sexual orientation, gender identity/expression and any other legally protected characteristics in admission or participation in its programs, services and activities, or in employment. MMHP complies with all applicable national, state and local laws pertaining to nondiscrimination and equal opportunity.

To apply

Interested candidates should send a cover letter and resume to Starboard Leadership Consulting at the following address: search2@starboardleadership.com.

Paper copies may be sent to Jessica Weiner, Starboard Leadership Consulting, 84 Harlow St., Bangor, ME 04401, but electronic submissions of material are preferred. No phone inquiries, please. The application deadline is August 4, 2022, and review of all submissions will begin on that date.