



Welcome to our “we know your time is valuable, so we won’t waste it” newsletter.



This newsletter contains articles on topics of interest, case studies on health center operational or financial performance improvement, workforce issues, and, of course, a selection of “pre-qualified FQHC talent available.

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*How AI is transforming recruitment—and raising ethical questions along the way. Discover how 330Talent is exploring this technology responsibly.*

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### **Pre-Qualified FQHC Talent for Your Consideration**

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### **Case Study: Zero-Line Productivity Report**

*A weekly productivity report that cuts through the confusion. Learn to increase efficiency by thinking outside the budget line.*

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### **From the Front Lines: Managing Board of Director Challenges**

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# Artificial Intelligence and Recruiting: A Relationship Between Value and Fear

One of my close friends and colleagues is a technology guy – he develops IT-based solutions for companies to market their products and services. Lately he has been doing a deep dive on artificial intelligence (AI) in an effort to stay ahead of his client's needs, questions, and inquiries into this brave new world.

A couple of weeks ago he asked me to send him a profile of one of our candidates. What I got back was simultaneously fascinating, remarkable, scary, and deeply concerning.

From a simple document that contains nothing more than highlights from our interviews and interactions with a candidate – a document by the way that does not contain any personal information – my colleague delivered a robust nine minute “podcast” featuring two “humans” discussing the candidate's attributes as if “they” knew this person.

Listening to it, you would have no idea that it was entirely machine generated. They sounded like two reasonable and well-informed adults. My initial reaction was sheer fascination. How is this possible? My second reaction was contemplative – so many questions like what does this mean for my business or the business of health center recruiting?

Of course I had to know more. I asked my colleague to generate another “podcast” but this time I wanted the artificial intelligence engine to use me as the subject of their effort. My team drafted a profile of me as if I were a candidate. And then we took it a step further. We created a document containing interview notes as if I had been interviewed by the 330Talent team just like any other candidate. And then we also provided the AI with a copy of my resume.



What I got back was once again fascinating, remarkable, and yes, scary. You can hear it for yourself. I've placed the audio file on our website. Give it a listen and then let me know what you think. You can find it [here](#).

I've been thinking about this experience in the days and weeks that have followed. One part of me wants to understand how I can use this technology to bring value to our health center clients. Another part of me is concerned about how others might use it. What are the parameters? Who makes the rules about what is acceptable? Who defines what is acceptable?

Whether we like it or not, AI is going to play a role in the talent acquisition business. My team and I are committed to finding ways to add value, but not at the expense of our ethics. As long as AI can be used to add value we'll adopt what makes sense and decline what doesn't. – RR ✓

## From Our HRSA Insider: OSV & Promising Practices

As the 4th quarter of 2024 is now approaching full swing, Operational Site Visits (OSV's) for 1st Quarter of 2025 are being scheduled. These OSVs are terrific at facilitating clarification and direction regarding compliance and fortifying your CHC operations. A team of subject-matter experts deployed to assist you!

Pages 152 and 153 of the Official Site Visit Protocol defines Promising Practices as: “A promising practice refers to an activity, procedure, approach, or policy that may lead to improved outcomes or increased efficiency for health centers. HRSA collects these promising practices to share externally with other stakeholders.” The areas eligible for consideration: clinical, fiscal, management, and governance.

Maybe you have a great outreach program, employee retention process, formally incarcerated transition program, or a detailed board calendar, patient appointment reminder or patient engagement process. There is something that you do well that helps create better access, improved management and stellar governance.

Give Promising Practices some time as you prepare for the OSV. Reflect on what you think might be worth consideration, go through the questions in the Site Visit Protocol and have a conversation with the OSV Team so they can get engaged in the Promising Practice portion.

Your successes can assist other CHCs with a model for improved operations!

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## Pre-Qualified FQHC Talent for Your Consideration:

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### VP of Operations / COO

**ID#: 1208**

Relocation Preference: East Coast

Years of FQHC Experience: 5

FQHC Readiness Assessment Score: **86**

This exceptional candidate is engineered to improve your operations with a passion for getting things right. She is data-driven and focused on bringing the entire team along on the journey to improvement. She values reporting and sharing data, and over communicates to ensure everyone knows the path forward. Solid management experience, comfortable leading and driving teams to success.

### Chief Operations Officer

**ID#: 1321**

Relocation Preference: Anywhere

Years of FQHC Experience: 12

FQHC Readiness Assessment Score: **92**

This is a solid and impressive operations professional who has a history of commitment and tenure with prior employers. She has been with her current FQHC for six years. She exemplifies a person who has day-to-day operational capabilities yet is mindful of the larger picture – attributable to excellent situational awareness, self-awareness, and an honest approach to doing what is in the best interest of the patient. She is one of our most relatable candidates.

### Chief Operating Officer

**ID#: 1095**

Relocation Preference: Anywhere

Years of FQHC Experience: 7

FQHC Readiness Assessment Score: **91**

Accomplished Operations leader who is passionate about her work and loves the FQHC mission. Values transparency, honesty, and hard work. Inspires those around her through her dedication and work ethic. She is looking for an organization with the same values where she can bring all her expertise to bear to help the health center succeed and better serve its patients.

### Chief Financial Officer

**ID#: 958**

Relocation Preference: Southeast

Years of FQHC Experience: 11

FQHC Readiness Assessment Score: **92**

Eleven years as Chief Financial Officer for an FQHC has prepared this candidate well for any and all challenges ahead. She is a dedicated servant to the mission. Has a thorough understanding of and experience in all aspects of health center finance including revenue cycle, auditing, HRSA reporting, and ancillary requirements. Great interpersonal and leadership skills complement an acute financial mindset.

### Operations Director

**ID#: 979**

Relocation Preference: Anywhere

Years of FQHC Experience: 14

FQHC Readiness Assessment Score: **94**

This bi-lingual FQHC pro has a solid background in all aspects of care site management. He has extensive experience running multiple sites, with 14-year tenure at a large FQHC. He is ready to explore new opportunities that will allow him to have greater participation in running the health center. He brings practical knowledge, management experience, and patient relations savvy to the table.

### Chief Financial Officer

**ID#: 429**

Relocation Preference: Anywhere

Years of FQHC Experience: 7

FQHC Readiness Assessment Score: **90**

Here is a finance professional with a Six Sigma Black Belt certification, dedicated to the improvement of all internal processes across the organization. Broad-based experience over 25 years in both for-profit and nonprofit organizations. Solid analytical skills, reporting experience, and a history of data-driven decision making. Very much a team player, team leader, and committed to the mission.

### Why Us?

1. We think it's unethical for recruiting firms to be paid based on a salary they negotiate. We don't do that. Our fee is a flat fee regardless of salary.
2. We come from the FQHC world – we have many years of senior leadership experience in health centers and PCAs doing what you do – we know this business.
3. We are a contingency firm – this means you only pay us if you hire one of our candidates – and that reduces your risk.

*Are you still paying recruiting fees of 30% on salary? If the answer is "yes," take 2 aspirin and call me in the morning. Our flat fees for pre-qualified FQHC talent are designed to save you money (and lots of it). No aspirin needed.*

*(Hope you feel better soon!)*

## Pre-Qualified FQHC Talent for Your Consideration:

### Chief Financial Officer

**ID#: 1399**

Relocation Preference: Southeast

Years of FQHC Experience: 2 ½

FQHC Readiness Assessment Score: **84**

This CFO has more than 20 years of finance experience in for-profit and non-profit organizations, including nearly 3 years in an FQHC. She loves the mission and loves budgeting and financial forecasting. She is knowledgeable about all aspects of finance and accounting, including revenue cycle and grant writing/researching/reporting. During her career she has also gained valuable operations and human resources experience. This finance pro is organized, detail oriented, and focused.

### HR Director

**ID#: 1096**

Relocation Preference: Anywhere

Years of FQHC Experience: 8

FQHC Readiness Assessment Score: **96**

This is a very bright, energetic, and dedicated FQHC HR pro. Versatility is her calling card – experience across all aspects of HR and beyond including familiarity with Ryan White programs and 340B. She is a servant leader, big on training and development. Places a big emphasis on employee on-boarding processes and impact on new staff. Has her Masters degree, and SHRM certification.

### Director of Finance

**ID#: 840**

Relocation Preference: Northeast

Years of FQHC Experience: 3

FQHC Readiness Assessment Score: **82**

This finance leader is seeking a return to the FQHC movement after spending several years in for-profit healthcare technology firms. He is technically proficient with a history of serving in roles from Financial Analyst to Director of Finance with responsibilities across all aspects of financial operations. Full understanding of reporting, analysis, audit, GAAP compliance, and budgeting. Has solid understanding of FQHC requirements and financial business model.

### CHRO / VP Human Resources

**ID#: 648**

Relocation Preference: Anywhere

Years of FQHC Experience: 2

FQHC Readiness Assessment Score: **81**

This mission-driven HR leader is seeking a return to the FQHC movement and is ready to bring her impressive transferable skills to your health center. Technically, this pro is solid with experience across all HR disciplines. She is a change-agent when needed, an employee relations expert when difficulties arise, and a training and on-boarding advocate when a face of the organization is needed. Strategic thinker, solution oriented, and technologically savvy.

### Director Revenue Cycle

**ID#: 836**

Relocation Preference: Anywhere

Years of FQHC Experience: 6

FQHC Readiness Assessment Score: **84**

This candidate is well-versed in all aspects of revenue cycle from coding and billing on the front end to A/R and collections on the back end. She's knowledgeable about HRSA rules and requirements and all things FQHC. Highly capable leader in the "teacher/trainer" mold - successfully manages people and efficient processes. Always has a calm demeanor and keeps a level head even in hectic or challenging situations.

### HR Director

**ID#: 1361**

Relocation Preference: Anywhere

Years of FQHC Experience: 3

FQHC Readiness Assessment Score: **83**

This HR professional has 12 years as HR Director and over 3 years serving in a dual role of HR Director and Health Center Practice Administrator for an FQHC. She has solid tenure and is the type of person who honors her commitments. Her experience across HR and operations gives her a solid understanding of health care and insight into the types of people who can thrive in an FQHC setting. Friendly, upbeat, and very personable.

## Our 2025 Fee Schedule

Position/Level	330Talent Flat Fee	Traditional "Old School" Recruiting – 30% fee on typical salary	
Chief Executive Officer	\$39,500	\$250,000 x 30% = \$75,000	<b>You save \$35,500</b>
Medical Providers	\$34,500	\$200,000 x 30% = \$60,000	<b>You save \$25,500</b>
C-Suite	\$26,500	\$150,000 x 30% = \$45,000	<b>You save \$18,500</b>
All Other Positions	\$21,500	\$100,000 x 30% = \$30,000	<b>You save \$8,500</b>

## Pre-Qualified FQHC Talent for Your Consideration:

### Quality Officer / Director

**ID#: 435**

Relocation Preference: Anywhere

Years of FQHC Experience: 6

FQHC Readiness Assessment Score: **89**

This Quality professional is a versatile and accomplished healthcare professional with a Master of Healthcare Administration degree. She is well positioned to be your QI leader with 15-years of experience in clinical settings. Has a history of success in compliance, site visits, HIPAA, PCMH, program management and accreditation prep. Solid skills in leadership, relationship building, written & verbal communication, and issue resolution.

### Chief Executive Officer

**ID#: 1346**

Relocation Preference: Northeast

Years of FQHC Experience: 17

FQHC Readiness Assessment Score: **95**

This candidate is top notch CEO material. He has all the tools, great listener, even tempered disposition, deep knowledge of healthcare especially FQHCs and hospitals. Is very focused on the mission - all about making sure your neighbor is taken care of. He is a solid communicator, straight-forward and holds people accountable but in a way that makes them feel valued. He has experience with healthcare for the homeless grants, understands the patient population very well. All around exceptional candidate.

### Chief Quality Officer

**ID#: 536**

Relocation Preference: Southeast

Years of FQHC Experience: 11

FQHC Readiness Assessment Score: **91**

From chronic disease care management to care transitions, this population health professional has done it all. Outstanding candidate with a history of working across multiple disciplines to make sure patients' needs are addressed. Holds BSN and MPH. Certified CPHQ. Solid team player, builds relationships, demonstrates excellence at every turn.

### Chief Executive Officer

**ID#: 1353**

Relocation Preference: Anywhere

Years of FQHC Experience: 6

FQHC Readiness Assessment Score: **93**

This insightful leader has a great deal of experience in healthcare settings including long-term care, acute care, and ambulatory care. Her passion has been and remains the ambulatory setting and particularly with FQHCs. She is a sought-after leader with turn-around expertise. In addition to her leadership and operational background, this candidate has a large portfolio of financial experience and acumen.

### Senior Director, Quality

**ID#: 660**

Relocation Preference: Anywhere

Years of FQHC Experience: 4

FQHC Readiness Assessment Score: **86**

This candidate has an impressive background in quality improvement and in establishing standards and practices to achieve performance targets. This is an individual with a broad-based skill set, having benefited from a desire to learn, execute, and accomplish what needs to be done. His experiences have positioned him well as a leader with knowledge of multiple areas in health center operations.

### Chief Executive Officer

**ID#: 1384**

Relocation Preference: Anywhere

Years of FQHC Experience: 5

FQHC Readiness Assessment Score: **90**

Here is a passionate leader whose career has been built on a foundation of finance and operations experience in non-profit healthcare, including FQHCs. She has extensive knowledge of regulatory requirements and understands the careful balance between clinical and financial administration of a health center. She is also a "people person," building trust with employees and developing relationships with her BOD and community & state leaders that are beneficial to her organization.

## See Your Way Clear to **Both** Margin **AND** Mission

Interested in adding comprehensive **vision care** to your service offerings?

- ✓ Increase Access to Vision Services
- ✓ Improve Clinical Quality Metrics
- ✓ Generate New Top Line Revenue

With tele-optometry, you can provide this service to your patient population. Twenty-two states and DC will reimburse at the **full PPS rate** for a tele-optometry visit. Email or call Rob to learn more.



## Case Study: Zero-Line Productivity Report

*In each issue, I provide a real-life example of a health center issue, and the subsequent solution implemented. I am hopeful these case studies generate ideas or create the thought-process you need to arrive at solutions to the issues your health center currently faces.*

### PROBLEM

#### DESCRIPTION:

#### Untimely and Poorly Designed Productivity Reports

When revenue-generating departments in a health center have to wait a month or more to get a report on how they are performing relative to budget, they lose valuable time to take corrective action. The sooner productivity data are available, the better. Equally important is the manner in which the data are presented. We sometimes focus on traditional methods to the detriment of the health center.

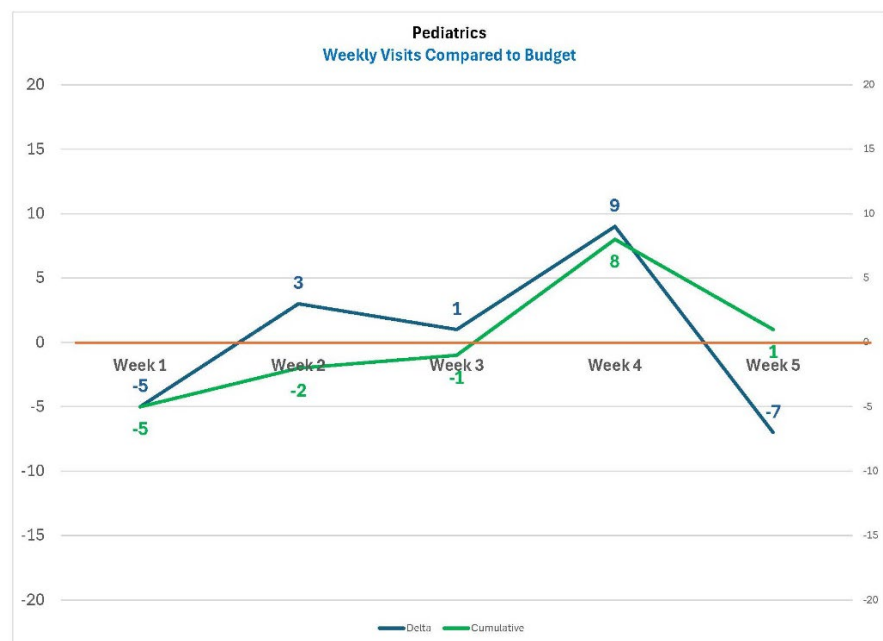
### SOLUTION

#### IMPLEMENTED:

#### Zero-Line Productivity Report

When confronted with the issue stated above, I created a report that tracked productivity by department on a weekly basis, which helped with providing timely information. In addition, the report was designed to show the number of completed visits as a gain or loss compared to budget on a weekly basis where the budget was interpreted as zero. It also shows the cumulative visits against budget so you know where you stand at any point in time.

For example, if Pediatrics was budgeted to see 125 visits a week, I set the calculation in the spreadsheet to establish the 125 as zero value and then calculated each week's visit volume against the budgeted amount. Weekly visits are in **BLUE**, and the cumulative totals are in **GREEN**. Here is how the report looked:



#### BENEFIT REALIZED:

As you can see, the results are immediately apparent. For the reader, no guess work, no need to do math – they see the results of each week and whether or not they are positive or negative to budget, both for the week and as a cumulative total. If the department failed to meet its budget target, they now know those visits have to be made up and they know sooner than they otherwise would have. – RR ✓

# Recruitment

## How to Establish a Candidate-Centric Approach to Hiring

For far too long, companies seeking new talent have adopted a self-oriented approach to hiring, where the needs and desires of the company dominate the hiring process. It's time for companies to realize, especially in a high-employment environment such as the one we are in now, that this outdated approach needs to change. There needs to be a balance.

Prospective employees can tell if the hiring company is demonstrating genuine interest in them by how they are being treated throughout the hiring process. In a competitive employment landscape, the health centers that adopt a candidate-centric approach to hiring will gain the upper hand over their peers. And it really doesn't take much – you simply need to prioritize the needs, experiences, and overall well-being of potential employees. This approach is crucial in a field where compassion, empathy, and a strong commitment to community well-being are essential qualities.

So, what are the practical steps you can take?

- ✓ **Streamline the Application Process:** Make it easier for candidates to apply, and once they do, keep the lines of communication open, even if it is to tell them a decision hasn't been made yet. This demonstrates respect and genuine interest in the individual.
- ✓ **Conduct an Efficient Interview Process:** Present the health center in the best light by having a solid interviewing process that demonstrates competency at every turn. Make sure your interviewers are well prepared, have the materials they need, and are professional during every interaction. Make sure candidates know where to go (in-person or virtual), when to be there, and how long they can expect to be in conversation. Give them guidance on when they can expect a decision on next steps. Allow the candidate to interview the health center as well. Give them time to ask questions. Provide background information on the health center, on the current leadership team, why the role is available and why the candidate was selected for an interview. Use the interview time to showcase the health center's commitment to your employees.
- ✓ **Provide Timely Feedback:** Build on your brand by providing updates to the candidate that are open and honest, especially if they have not been selected to continue in the process. They might not be happy they didn't get the job but at least they will feel you treated them pleasantly and with respect. They may even know someone else that might be a viable option for the role, but if their experience is not a positive one, they are not likely to refer qualified people.

Are Your New  
Hires FQHC  
Ready?



At 330Talent, our proprietary **FQHC Readiness Assessment Tool™** scores every candidate we interview on a scale from 0 to 100.



Is your most recent hire a **65** or an **85**?

# employee Retention

## Leverage Your Purpose-Driven Culture: A Retention Strategy

People are drawn to our work in community health partly because of the mission. For some of us who came late to the movement, it has changed our lives in ways we did not know were possible. I often tell my clients in our initial conversations, when they are trying to understand who we are and what we do, that my experience in community health changed my life for the better. It's one of the reasons this work is so important to me.

I was deeply impacted by the mission. And I think most of your employees are too. It would be smart and good business to leverage that underlying passion. Let's use it to increase our employee retention rates. Here are ten ideas on how to leverage your purpose-driven culture to increase your retention rates:

1. **Reinforce the Mission:** Regularly remind employees of the organization's mission and how their work contributes to it. Share stories of patient success and the positive impact of the health center's services. This can help employees feel a sense of purpose and connection to their work.
2. **Create a Supportive Environment:** Foster a workplace where employees feel valued, respected, and supported. Encourage open communication, provide opportunities for professional development, and offer resources to help employees manage stress and maintain work-life balance.
3. **Empower Employees:** Give employees the autonomy and resources they need to make a difference. Encourage them to take ownership of their work and contribute to the health center's goals. This can help employees feel more engaged and motivated.
4. **Recognize and Reward:** Acknowledge the hard work and dedication of employees. Offer both tangible and intangible rewards, such as salary increases, promotions, and public recognition. This can help employees feel appreciated and valued.
5. **Involve Employees in Decision Making:** Seek input from employees on important decisions that affect the health center. This can help them feel more connected and invested in the health center's success.
6. **Foster a Sense of Community:** Create opportunities for employees to connect with each other and build relationships. This can help create a more positive and supportive work environment. (See our next article on Employee Refinement)
7. **Address Burnout:** Recognize the signs of burnout and take steps to prevent it. This may include offering flexible work arrangements, providing additional support, or implementing stress management programs.
8. **Promote Diversity, Equity, and Inclusion:** Create a workplace that is inclusive of all employees, regardless of their background or identity. This can help employees feel valued and respected.
9. **Offer Competitive Benefits:** Provide competitive salaries, benefits, and perks to attract and retain top talent. This can help your health center compete with larger healthcare organizations.
10. **Continuously Evaluate and Improve:** Regularly assess the effectiveness of your retention strategies and make adjustments as needed. This can help ensure that the health center is meeting the needs of its employees and achieving its goals.

By leveraging your purpose-driven culture, your health center can create a more engaging and rewarding work environment for your employees. This, in turn, should lead to increased job satisfaction, higher retention rates, and improved patient outcomes. – RR ✓



# employee Refinement

## Creating an Environment for Experiential Learning is Critical to Talent Growth & Retention

Investing in the development of your talent is essential to your organization's success and can be a distinguishing factor in both getting and keeping talent. With employee retention being such a challenge, especially in communities where hospital systems are aggressively poaching talent, anything you can do to affirm your commitment to staff development can only help.

When you're challenged with recruiting the *right* talent, look within and consider tapping into the potential of your current staff by "growing" their capabilities. There are many ways to do this through **experiential learning**. But to make it happen and happen right, you need everyone on the same page. Your managers up and down the line need to be open to the idea, they need to be committed to it, and they need to give it the space to flourish otherwise this won't work.

### What is experiential learning – or EL?

Experiential learning (EL) is the process of learning through experience – or in the flow of work. It's more narrowly defined as "learning through reflection on doing." By focusing on concrete issues, those experiences "stick out" in the mind and assist with retaining information.

### What are the benefits of EL?

In community health, people are often drawn to the industry because of its mission-oriented culture. Losing talent because they may not be the right fit for a specific role doesn't mean they should seek employment elsewhere. This is where EL can help. Think of it as putting the right pieces in the right place, instead of throwing away the pieces.



EL has many benefits. Here are a few:

- ✓ Creates employee awareness of other aspects of health center work
- ✓ Allows for an accurate assessment of current skills and potential skills
- ✓ Creates management **insight** into capabilities of staff they might have not known existed
- ✓ Builds relationships between employees that may otherwise have never developed
- ✓ Develops employee's capacity to adapt to new situations
- ✓ Bridges the gap between theory and practice
- ✓ Provides employees and teams with a safe space to fail
- ✓ Potentially saves many thousands of dollars for the organization as a whole

## What does that look like in a community health organization?

Here are a few practical examples of EL you can adopt:

- **Mentor/buddy/job shadow** – pair employees with experienced mentors or coaches who are highly skilled and knowledgeable in the same capabilities in which another employee needs development. For example, consider sending an accountant to shadow your revenue cycle director.
- **Job rotations** – allow employees to experience different roles and departments and cross-train staff to increase skills across departments and provide back-up plans. Perhaps your medical assistants can take a rotation at the call center, followed by a short stint at the front desk.
- **Special projects/stretch assignments** – give employees a project in an area where they have no experience in order to build their skillset. Maybe they can contribute to a plan to expand a service or to perform research on a new software tool.
- **Structured Management/Leadership Development programs** – set aside a percentage of time for a structured, experiential program to allow employees to learn and connect faster, upskill, innovate and grow exponentially.


The Structured Development Program, just one very powerful example of experiential learning, is one I highly recommend, where every new employee is given a roadmap of planned development. Set the expectation upon hiring that the health center expects all employees to adopt a culture of continuous learning. Imagine a few years out where all employees have been exposed to numerous areas of the health center work process. Think about how valuable that could be to your health center. You can build a reward system around a structured development program that includes monetary as well as other incentives.

Do you have success stories of experiential learning that you've deployed in your organization and are willing to share with your colleagues? Send your stories to [Rob@330Talent.com](mailto:Rob@330Talent.com) and we'll post them on the Learning & Development page of our website.

**Interested in starting an Experiential Learning Program? We can help.** Contact us for a conversation and proposal. We love doing this kind of work!

Interested in learning more about investing in your talent and experiential learning? Check out the links below:

- <https://www.330talent.com/why-a-healthy-work-culture-requires-a-healthy-investment-in-career-development/>
- <https://www.edgepointlearning.com/blog/benefits-of-experiential-learning/>
- <https://www.forbes.com/councils/forbescoachescouncil/2022/06/10/14-great-examples-of-experiential-learning-in-the-workplace/>



## “Keep Your People”

*Practical Employee Retention Strategies for Early-Career or New FQHC Managers*

- ✓ Workshops are virtual and available starting in January 2025.
- ✓ Visit Learning & Development on the 330Talent website to learn more.

## ***The Interview: Mark Marco of Medicus IT***

*Through the course of business, our team has the opportunity to meet and engage with people, like us, who support the health center movement. Once in a while we come across someone who exemplifies the true spirit of community health. And when we do, I like to make sure others know about them – all part of our continuing effort to bring value to health centers.*



### **Mark Marco**

Healthcare Transformational Consultant  
(980) 298 3229  
mmarco@medicusit.com  
MedicusIT.com

- ✓ Managed IT Services & Network Management
- ✓ Advanced Security & Compliance
- ✓ Electronic Health Record Application Support
- ✓ Disaster Recovery & Business Continuity Planning
- ✓ Virtual Technology Executive HIT Consulting & Virtual CIO Services

These are just a handful of the services [Medicus IT](#) offers. As one of the nation's top Healthcare Solutions Providers with specialization in supporting FQHCs, Medicus currently works with 120 FQHCs nationally with the goal of driving health care forward by helping health centers run more efficiently.

I had the good fortune of meeting Mark Marco through a colleague – a referral of sorts from one health center solution provider to another. We jumped on a Zoom call and before you knew it we had both discovered we knew so many of the same people including a mutual dear friend and colleague Mike Holton, now retired, who had helped health centers through financial crisis and other concerns for over 40 years. Mike is a cherished man by so many and we both feel honored to know him.

Mark and I have continued the conversation over the course of the last two years, meeting in person at the NACHC conferences and a few of the state PCA conferences. As I learned more about him and the work that Medicus IT does, it became apparent that this was someone who had the best interests of his health center clients in mind. I have recommended his services and encourage anyone who is considering an investment in an IT solution to give Mark a call.

Here's a little more about Medicus IT:

Much like 330Talent, Medicus IT believes in alleviating the obstacles and stresses that get in the way of patient care. On a regular basis, health care providers get frustrated with technology issues and glitches which affects the patient/provider relationship. If technology is running the way it should, that relationship isn't impacted – resulting in higher quality of care. And that's the goal.

For health centers to grow – improve quality measures, implement remote patient monitoring and more – focusing on patient-centered experiences should be the priority. For that to happen, the IT infrastructure must be solid and functional.

Medicus IT knows the FQHC industry – so they won't require a learning curve. If your health center needs to bolster its IT security or there's another tech-related challenge to overcome, Medicus IT has the expertise and the experience to take it on. And they understand every health center is different, which is why they tailor their offerings to fit your unique needs. – RR ✓

# From the Front Lines of Safe✓Space Advisory

*Boards of Directors and health center CEOs hire me to provide guidance and support to one or more of their direct reports to assist them with a particular leadership issue, performance challenge, or difficult situation. I share lessons learned here in the hope that it may be beneficial to someone experiencing similar challenges. Names and circumstances are altered to protect the confidentiality of my clients.*

Interestingly enough, several of my clients are experiencing issues with their Board of Directors in one fashion or another. These range from a “rogue” member inserting themselves into the day-to-day operations of the health center, to a full board showing no interest in owning up to their fiduciary and governance responsibilities.

The remedies are not always readily apparent, and usually there needs to be some fact-finding ahead of developing a strategy or two to manage through the crisis. But in all cases there are remedies to be had. Sometimes it just takes gaining an outside perspective and a willingness to challenge the status quo.

My initial guidance usually involves working through a communication strategy to level-set everyone. Does the board, or any member thereof, have clarity on the roles and responsibilities expected? Have they had governance training? Do they need a refresher? If we start there, we need to make sure the governance training is delivered by a third-party that comes with credibility. This can't be a function of the CEO – the board needs to hear the way things are (and how they should be acting) from an outside entity to create that separation from their direct report.

Once there is clarity about the roles and responsibilities, the next step is to begin the work to establish a new board culture, and this often requires a more focused effort on the part of the CEO to invest in building the one-on-one relationships with individual board members needed to effectuate change. I would recommend doing this in concert with the board chair, as each person takes responsibility for engaging with board members one-on-one. The goal here, in addition to simply building the relationship, is to uncover the motivations of each board member. Why are they serving? What are the things they care about most, beyond the mission?

The root cause usually comes down to one of two things: those who are over-engaged just don't know where to put their energy; and the ones who are not engaged at all don't fully understand the impact they could have. In both cases, focus on creating clarity. It will take time, but the effort is well worth it. – RR ✓



## When Your Health Center Challenges Take on a Life of Their Own, Find Your SafeSpace.

“On the day I met Rob, I wasn't sure we would make our next payroll. Through his guidance and support, we found our way out of the darkness. Rob listened, he problem-solved with me, and he brought solutions. But most importantly, he gave me hope.”

Dr. Kerri Powell, M.D., CEO  
Neighborhood Health



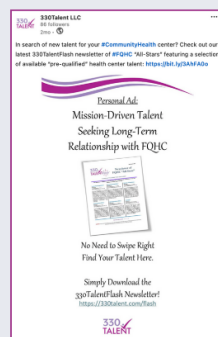
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When Making a Difference Makes All the Difference to You





## Bits & Pieces & This & That:

*Business updates, anecdotes and personal stories from the team at 330Talent.*

Congratulations to the 330Talent team on a few recent successes...**CEO** placed with Care Alliance in Ohio, **CEO** placed with Long Island Select in New York, **CFO** placed with Scenic Bluffs in Wisconsin...finance positions continue to be in demand with a limited supply of experienced FQHC finance professionals available...dentists are in demand, we are receiving numerous requests from clients across the country especially in rural areas...only 6,000 new dentists enter the profession each year...the 330Talent team is getting ready for P&I in February...this year we'll be sharing news on our new training workshop called **"Keep Your People"** which is designed for early-career or new managers (less than 2-years management experience) and focuses on practical strategies they can use to improve retention rates of existing employees...all of our training classes are intended to be high-value, lower-cost opportunities, in line with our corporate philosophy...classes start in January...the cost of replacement for employees who leave continues to rise as the labor market shows no signs of loosening...now projected to be no less than 75% of the annual salary of the vacant position...and institutional knowledge loss is an undervalued cost for most...the 330Talent team recently attended the CHCANYs annual conference in Saratoga Springs...we had the opportunity to meet up with several of our health center clients, our colleague [Aparna Mekala](#) from CohnResnick, [Mark Marco](#) from Medicus IT, and the team from [DigitalOptometrics](#) who are breaking records with their new **tele-optometry** service...if you haven't heard about them yet, feel free to give us a call or send an email and we'll share the details...short version is you get to deliver comprehensive vision care reimbursed at the full PPS rate in 22 states and DC, gaining immediate top line revenue growth in a clinically under resourced area...and a question for our readers...does anyone put on more miles than "The Mayor" [Joe Palughi](#) of LabCorp?...he's everywhere and seemingly the only person I know who can be in two places at the same time...and always, thank you to our clients who continue to place their trust in us...we are honored to play a small part in your success. – RR ✓



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### Rob Rioux, CEO, 330Talent



Rob's background combines deep engagement across all sectors of the business environment — along with 35 years of hands-on experience in corporate leadership, strategic planning, operations and process improvement; employee and organizational development, and business management.

Throughout his career Rob has held senior-level leadership roles for Fortune 50 companies and others including Chief Strategy Officer, Chief Operations Officer, and Chief Executive Officer.

Within the community health center movement, Rob has particular experience with the following:

- Turn-around expertise
- Health center strategy and development
- Competitive market analysis
- Increasing patient volume & patient retention
- Aligning clinical capacity with staffing and physical treatment space
- Recruitment
- Training and organizational development



*Some people will say that you are going the wrong way,  
when it is simply a way of your own.*

Inquiries? Email [Rob@330Talent.com](mailto:Rob@330Talent.com)