



**POSITION PROFILE:**  
**Chief Executive Officer/President**

**OPPORTUNITY**

California Association of Health Facilities (CAHF) seeks a highly skilled and dynamic leader to serve as its next Chief Executive Officer and President (CEO/President). After holding this position successfully for the last six years, the current CEO/President is planning retirement in 2024. The next CEO will have a unique opportunity to lead one of the largest long-term care state affiliate associations in the nation, representing the state's skilled nursing facilities and care facilities serving the developmentally disabled. The sector is dynamic, and the healthcare environment is constantly evolving. The CEO/President leads a team of policy directors, and working with providers, they play a role in shaping policy affecting the long-term and post-acute care sector.

The successful candidate will function as the Chief Executive Officer and President of the California Association of Health Facilities. The next CEO/President will need to have a strategic policy focus to effectively advocate, negotiate, problem-solve, and collaborate with stakeholders and members to respond to this rapidly changing landscape. Understanding health care financing and Medicaid policy, having connections with state-level stakeholders in Sacramento, and advocacy experience and a familiarity with legislative processes, are foundations that will help the candidate be successful.

The position is based in mid-town Sacramento and involves travel within the state and occasionally to Washington, D.C. The office currently operates a hybrid schedule offering telecommuting up to two days per week.

**SUMMARY OF POSITION**

Under general direction of the Board of Directors, the CEO/ President is responsible for leading the membership and staff of the Association in the development of a strategic vision and goals, building consensus, communicating the Association's message to a broad range of audiences, managing advocacy and day-to-day operations.

1. Establish and maintain ongoing contact with a wide range of CAHF members to ensure continuing relevancy of the Association's goals and operations and to lead constructive pursuit of common interests.
2. Represent the Association and advocate its position at both the state and national levels with key state departments, elected officials, the media, the American Health Care Association, and other organizations.
3. Provide strategic leadership in directing policy objectives, staff operations and member activity through the Association's policy directors and program staff.

4. Maintain the financial viability of the Association by overseeing management of the budget and ensuring the adequacy of the approved equity reserve.
5. Serves as CEO and board trustee of the Quality Care Health Foundation, whose day-to-day operations are run by the Executive Director of the foundation.
6. Outreach to CEOs to recruit companies into membership.
7. Plan, organize, coordinate, and direct the staff operations and member activity of the Association through policy directors, managers and program staff.

### **REPORTING RELATIONSHIPS**

The CEO/President reports to the CAHF Board of Directors.

The Executive Vice President/Chief Operating Officer (EVP/COO) reports directly to the CEO. An executive administrative assistant provides an essential role in supporting both the CEO/President and EVP/COO. The Vice President/Chief Financial Officer and policy directors operate under the guidance of the EVP/COO.

Policy directors are senior level staff with responsibilities in their respective areas, working collaboratively under the CEO's strategic leadership. Specialists, analysts, coordinators, and administrative assistants provide additional support to each department.

Policy Directors:

- Vice President – Policy
- Director of Reimbursement
- Assistant Director of Reimbursement
- Director of Clinical Affairs
- Director of Regulatory Affairs
- Director of Emergency Preparedness and Physical Plant Services
- Director of Public Affairs
- Director of Meetings and Member Services
- Executive Director of Quality Care Health Foundation

Oversight of External Consultants

- Legal Counsel
- External Lobbyists
- Developmental Services Consultant

### **ORGANIZATIONAL OVERVIEW**

Founded in 1950, the California Association of Health Facilities is a 501(c)(6) trade association representing skilled nursing facilities and intermediate care facilities for people with intellectual disabilities. It provides quality care for the frail elderly, intellectually disabled and those with chronic mental illness. Serving 350,000 individuals each year, skilled nursing providers are directly responsible for more than 135,000 jobs and \$5 billion in wages and benefits to long-term care employees. CAHF has achieved a strong membership base of 1,300 facilities equating to more than 90,000 beds, represented by for-profit, non-profit, and publicly-owned facilities. CAHF also has a strong Associate Council of

engaged business vendor members with interests in the sector. There is currently a lot of movement in the long-term care environment and the industry is seeing a lot of consolidation by multi-facility owners and a decline in independent owner/operators.

CAHF is the largest state affiliate of the national organization, American Health Care Association (AHCA), located in Washington, D.C. The CAHF CEO/President participates as a representative of the AHCA's governing body as well as a part of the state executives' association known as the Association of State Health Care Affiliate Executives (ASHCAE).

The Quality Care Health Foundation – a 501(c)(3) educational foundation affiliated with CAHF – offers educational training, programs and scholarships relating to the needs of the profession. QCHF has also been awarded a five-year, \$26 million grant from the Department of Health Care Access and Information (HCAI) to increase the certified nurse assistant workforce in California.

CAHF is headquartered in vibrant mid-town Sacramento with an annual budget of \$7+ million and approximately 33 staff. One remote employee – the Southern California Regional Director – staffs a leased office space in San Diego. CAHF owns and occupies the two-story Sacramento building – which was renovated in 2021 – shares space with the foundation staff and has one tenant organization that leases space on the first floor.

## **GOVERNANCE**

CAHF membership is represented by the House of Delegates that meets annually to conduct association business and election of the officers. The state is comprised of five large geographic regions representing 19 local chapters which are separately incorporated, organized and operated.

The Board of Directors consists of 16 positions composed of elected officers, regional, conference and council chairs. The Board of Directors meets six times per year both in-person and virtually. During the interim, the CEO/President maintains close communication with the Executive Committee of the Board – meeting weekly – to conduct association business.

## **STRATEGIC PRIORITY AREAS**

CAHF is looking for a member-focused CEO to engage stakeholders for feedback, collaboration, and problem solving to ensure a long-range strategy for the profession. This candidate will uphold CAHF's mission to provide leadership, advocacy and education for health care professionals who serve the needs of California's citizens, and to promote quality care and integration of the health care continuum to ensure patient placement at the most appropriate and cost-effective level.

CAHF's strategic plan is on a three-year cycle and is re-visited annually during the interim. The 2022-2024 strategic framework focuses on these major priorities:

1. **Payment and Revenue Infrastructure:** Ensuring there is financial viability in the state's funding methodology and infrastructure that determines Medi-Cal rates paid to long-term care providers.
2. **Workforce Development:** Identify funding and resources to support member efforts in developing a qualified and well-trained certified nurse assistant workforce through a five-year grant administered by QCHF.
3. **Political Environment:** Strengthen CAHF's political activity and influence to match its policy reach by increasing member engagement in grassroots advocacy and political fundraising.

4. **Regulatory Environment:** Work with policymakers and stakeholders to develop clear and understandable guidance aligned with health care realities. Propose solutions for challenges in regulatory requirements and implementation.
5. **Built Environment:** Propose solutions and help members support safe and effective physical plants while facing challenging policies and regulations.

## CANDIDATE QUALIFICATIONS

The California Association of Health Facilities is conducting a localized search for diverse candidates with experience in California government. This qualified individual understands the state's politics and financing, has a strong and credible reputation, may be well-connected to the executive and legislative branches of state government, and has advocacy and political experience.

- Minimum of ten years in senior executive leadership, demonstrating expertise in strategic management, policy development, and staff management.
- Experience as a respected representative for an industry or organization.
- Proven skills in advocacy, negotiation, collaboration, and consensus-building.
- Demonstrated experience in navigating state government, and understanding of state and federal legislative processes.
- Established network of connections in California state government and/or legislature.
- Strong financial management, budgeting and analytic experience.
- Exceptional written and oral communication skills to serve as the organization's spokesperson.
- A Bachelor's degree with broad and extensive experience managing a large, complex organization including advanced skills in administration, executive and senior management, finance and government relations.
- The position is based in Sacramento with a hybrid office schedule.

## CANDIDATE KNOWLEDGE AND EXPERIENCE

- Financial and data analysis background helpful.
- Advocacy experience and skills showing effective interactions with local, state and national government officials, other healthcare organizations, and media.
- Demonstrated negotiation skills with external organizations and agencies on behalf of the membership.
- Knowledge of healthcare delivery models and understanding of provider reimbursement methodologies, and state rate-setting processes extremely helpful.
- Accomplished fundraiser who is confident in making calls to CEOs to raise money for political giving and for membership recruitment.
- Significant experience or familiarity with government program reimbursement and health care program financing, especially the rate-setting process with the State is helpful.
- General knowledge of Medicare, Medicaid, and basic familiarity with post-acute care reimbursement systems desired.
- Demonstrated knowledge and familiarity with government process.
- Effective coalition and team builder with a record of accomplishment.
- Strong leadership and interpersonal skills, presentation skills, excellent writing and verbal communication skills.

## **COMPENSATION**

The annual salary range is \$450,000 - \$600,000 dependent upon experience. A competitive compensation package will be offered in addition to base pay with eligibility for an annual bonus incentive.

## **CEO SEARCH TIMELINE**

A selection committee consisting of the executive committee and other representative CAHF members will conduct the interviews. CAHF is looking to begin recruitment for this position by the beginning of 2024. Once the review of applications is completed, two rounds of interviews are planned before the final selection. While a start date by mid-2024 is anticipated, this timeline has some flexibility.

## **TO APPLY**

Interested candidates should send a cover letter and resume to:

Rita Chen Fujisawa, Executive Vice President/Chief Operating Officer at [rcfujisawa@cahf.org](mailto:rcfujisawa@cahf.org).

The cover letter is required and should outline how your experience fits the requirements of the position.