

**Recruitment Profile  
for**

**Chief People Officer**



**Callen-Lorde Community Health Center**

**SEPTEMBER 2019**

**LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY**

## POSITION DESCRIPTION

**Title:** Chief People Officer

**Organization:** Callen-Lorde Community Health Center

**Reports to:** Executive Director

**Location:** New York, NY

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### **ORGANIZATION OVERVIEW:**

Callen-Lorde Community Health Center provides sensitive, quality health care and related services targeted to New York’s lesbian, gay, bisexual, and transgender (LGBTQ) communities, in all their diversity, regardless of the ability to pay. Initially established 50 years ago through the merger of two largely volunteer-staffed community clinics, Callen-Lorde is today a global leader in LGBTQ healthcare, transforming lives and communities through excellent, comprehensive care provided with cultural and clinical competence and free of judgement.

Callen-Lorde has grown exponentially over the years (and in particular over the last decade), transforming itself from a grassroots, community-based organization into a thriving Federally Qualified Community Health Center (FQHC) network with more than 350 employees. In the last year, Callen-Lorde served 18,000 patients who made nearly 110,00 visits to its facilities in Manhattan and the Bronx. The organization is preparing to open a new facility in Brooklyn later this year which will see the addition of another 100 employees and grow patient care by 60% when fully operational.

In addition to primary care services, Callen-Lorde promotes the health and wellness of LGBTQ people and communities and is continuously pioneering research, advocacy, and education to drive positive change around the world. All centered in the core belief that healthcare is a human right. Among the services offered are: Behavioral Health, Women’s Health, Transgender Health, Case Management/Care Coordination, Health Outreach to Teens, Health Insurance Enrollment, Sexual Health Clinic, Dental Services and an on-site Pharmacy. (For more information on these and other services, please visit [callen-lorde.org/our-services/](http://callen-lorde.org/our-services/).)

Callen Lorde’s patient population represents the full diversity of the LBGTO population in New York and beyond, a significant portion of whom face significant systemic barriers to health and wellness: youth of color, trans youth, trans women of color, and people experiencing homelessness, among others. Callen-Lorde offers a unique platform that recognizes – and seeks to act upon – the connections between racism, sexism, economic insecurity, violence, homo and trans-phobia, with health care and public health. The organization has also made a priority of developing and supporting a workforce that is representative of the communities it serves.

Well beyond providing high-quality, culturally competent healthcare and supportive services targeted to LGBTQ communities and people living with HIV/AIDS, Callen-Lorde serves as a center of excellence – helping to train the future leaders in LGBT health while blazing new trails through research and other strategic partnerships.

*For more information about the organization and its work, visit [www.callen-lorde.org](http://www.callen-lorde.org)*



## **THE POSITION:**

The Chief People Officer (CPO) is a newly structured position, reflecting the strategic priority of creating a strong, intentional, inclusive, and equitable workplace culture that supports Callen-Lorde's mission of achieving LGBTQ health – including racial – equity. The CPO will play a lead role in shaping a working environment in which employees can thrive and, in turn, promote thriving communities. This position will also be responsible for identifying and implementing current, market-leading practices for human resource systems, policies, and teams.

The CPO will lead a team of seven professionals with an eye toward the following key strategic priorities:

- Providing leadership to ongoing efforts to attract and retain a diverse, inclusive workforce.
- Developing and implementing plans to modernize HR systems, tools, and practices (including leveraging technology and automation).
- Bringing a new level of consistency and discipline to organizational systems and processes.
- Improving internal communications methods and practices.
- Continuing to build an organizational culture that centers equity, anti-bias, and anti-racism in all aspects.

Callen-Lorde has begun a multi-year initiative to infuse an anti-racism lens onto its work at all levels of the organization and its service delivery. As a member of the senior leadership team, the CPO will provide strategic and dynamic leadership with a focus on Callen-Lorde's workforce and culture; in particular, emphasizing the development, implementation, and continuous improvement of strategies to nurture an inclusive, healthy workplace that values different viewpoints and provides opportunities for all members of Callen-Lorde to grow professionally.

## **PRIMARY RESPONSIBILITIES:**

- Developing and implementing a clear, compelling, creative, and cost-effective vision and pipeline to attract, develop, and retain exceptional, diverse, motivated and effective workforce for Callen-Lorde, with a focus on underrepresented members of LGBTQ communities;
- Leading the development, implementation, and continuous quality improvement of resources for staff, including training programs to ensure appropriate staff competencies in the realm of fostering an intentionally anti-racist, anti-bias culture, as well as ensuring that staff with less access to educational and professional development opportunities are well supported;
- Leading the development and implementation of human resources policies, programs and services, including recruitment, selection, retention, legal compliance, employee benefits, employee relations, employment practices and procedures, employee communications and employee events, and developing guidelines for organizational culture;
- Serving as internal consultant to management team, supervisors and employees on people issues that affect organizational culture, morale, performance, and business relationships. To do this effectively, a candidate must be able to develop a high level of credibility as an effective and responsive internal consultant;
- Foster an innovative workplace environment consistent with Callen-Lorde's values and mission while maintaining regulatory compliance within the highly structured healthcare environment in which the organization operates;
- Serve as primary liaison, with assistance from staff and consultants, with SEIU 1199 for all matters, including collective bargaining agreement negotiations, labor/management partnership activities, and resolution of disputes/grievances. Proactively develop and maintain positive working relationships with 1199 representatives and central leadership.

## **CANDIDATE PROFILE:**

The new Chief People Officer will be a dynamic, innovative leader and content expert who can bring new vision, tools, and perspective to Callen-Lorde. She/He/They should have an open, collaborative, and self-reflective leadership style, as well as the ability – and desire – to mentor, support, and develop the skills of a growing team of human resources professionals. This person will also show a deep commitment to fostering an intentionally anti-racist, anti-bias culture, and a track record of having led other organizations toward broad equity and inclusion results.

Successful candidates will demonstrate strong emotional intelligence and be consistent, accessible, and positive managers with the ability to act decisively and set boundaries as necessary. This position requires a capacity for change management and the interpersonal skills overcome organizational and individual resistance to change. The CPO must also possess the ability to build productive and collaborative relationships in a diverse workforce, often with intersectional identities.

## **Required Skills/Qualifications:**

- Significant not-for-profit management experience with a track record of building diverse, high-performing teams;
- Ability to plan and coordinate many projects simultaneously;
- Ability to contribute to decision-making affecting organizational strategy and systems development;
- Ability to serve as a strong team leader, manager, coach, and relationship builder, as well as an agent of change that can tolerate conflict in a diverse organization;
- Excellent understanding of business operations and the systems, processes, departments, and functions that drive nonprofit healthcare growth;
- Excellent verbal and written communication skills;
- Excellent organizational and technological skills;
- The ability to project personal and professional senior leadership gravitas, as well as be able to engage gracefully and respectfully with all levels and types of people;
- Ability to meet deadlines; accomplish work in order of priority; maintain composure and effectiveness under pressure and changing conditions;
- Ability to learn new duties and adjust to new situations encountered on the job within a reasonable amount of time;
- Ability to complete special projects and additional duties as assigned;
- Prior experience in a healthcare or healthcare-adjacent setting highly desirable.

## **EDUCATION:**

Bachelor's degree in Management, Business Administration, Organizational Psychology or related field preferred; equivalent professional experience will also be considered.

## **COMPENSATION:**

Callen-Lorde is offering a competitive, market-indexed salary (commensurate with experience) and excellent, comprehensive benefits for this position. Current benefits include an exceptional medical plan (at no cost to the employee and family), dental and vision insurance, no-cost life insurance, short-and long-term disability insurance, Flexible Spending Accounts, tuition assistance, TransitChek a generous PTO plan and a 403(b)-retirement savings plan.

**OPPORTUNITY:**

Callen-Lorde is in a period of planned growth, with an expected increase in staff from the current 350 to around 500 over the next several years – including in the new clinical location in Brooklyn. The new Chief People Officer will join a dedicated and growing team of LGBTQ+ professionals and allies who are dedicated to the mission of health equity and committed to building an intentional, inclusive, and equitable workplace. This position will play a lead role in further establishing Callen-Lorde as an employer and workplace of choice for LGBTQ people; in particular, for queer, trans, and nonbinary people of color.

The successful candidate will become part of one of the most important LGBTQ healthcare organizations in the world at a time when this work has perhaps never been more crucial. This person will be a key thought and strategic partner to the Executive Director and senior leadership team and will have the opportunity to improve the quality, capacity, and impact of Callen-Lorde’s workforce. Through market-leading HR policies and practices, this person will also support vital LGBTQ healthcare, research, and advocacy efforts that have a direct, positive impact on the lives of patients and constituents.

**TO APPLY:**

Kevin Chase Executive Search Group has been retained to lead this recruitment effort on behalf of Callen-Lorde Community Health Center where a diverse workforce and an inclusive culture is valued. Callen-Lorde and Kevin Chase Executive Search Group encourage applications from all qualified individuals without regard to race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, or veteran status.

We are pleased to answer any questions or supply further information. Inquiries, nominations, or applications (including a cover letter and resume) should be directed electronically and in confidence, to:

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All inquiries or referrals will be held in strict confidence.

*Please note that all education, dates of employment, compensation and other information provided will be verified prior to an offer of employment.*