

PRIMARY CARE ASSOCIATION (PCA) CHIEF EXECUTIVE OFFICER (CEO)

CORE COMPETENCIES

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**Primary Care Association (PCA) Chief Executive Officer (CEO)
Core Competencies and Professional Self-Development Tool:
Introduction & Guidelines**

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BACKGROUND

Core Competencies for Chief Executive Officers (CEOs) of Primary Care Association (PCAs) build on formalized *health center* CEO competencies – with which they share many commonalities – that were first addressed by NACHC in 2017. An initial draft of specific PCA CEO Core Competencies was developed by a team comprising NACHC officials, a recently retired PCA CEO, and an external consultant; subsequently, an Advisory Group including PCA leaders from across the country reviewed the draft to validate the proposed work role Domains, related Tasks/Skills, and descriptive Behavioral Examples (see *Definitions*, below).

As with health center CEOs, the intent was to create a taxonomy of competencies as a foundation for defining multiple aspects of effective PCA CEO leadership. The result is a tool that is organic – that is, it is subject to continuous quality improvement and regular updating as PCA CEO practice evolves and as feedback on the tool itself is analyzed.

Since this tool was designed to be comprehensive and generalizable, we do *not* suggest adopting the entire document as a strict standard of performance for PCA executive leadership. Competence is situational; each PCA presents its own unique set of challenges and opportunities the CEO must master to achieve high performance.

The tool is appropriate for a wide variety of stakeholders, including PCA CEOs (and other C-Suite leaders), PCA boards, Human Resources officers, search firms, training organizations, and more. Our hope is that it will provide both a structure and a common language that will help define, develop, and sustain true excellence in executive leadership for all PCAs.

Recommended uses for this tool are as follows:

- As a *comprehensive taxonomy* of PCA CEO competencies from which the PCA team can identify Domains, Tasks/Skills, and Behaviors generally needed for successful executive leadership.
- As a *self-assessment tool* for current and aspiring PCA CEOs, as well as other organizational leaders, in evaluating functional levels of competence and identifying specific areas needing development for the leader to fully achieve personal and professional career objectives.
- As a reference point around which PCA CEOs and boards can engage PCA leaders in *structured conversations about professional strengths and learning needs*, to foster personalized professional development plans.
- As a comprehensive resource for *developing position descriptions and related interview questions* for PCA CEO candidates.
- As a compendium of roles and responsibilities to *guide search firm criteria* for PCA CEO candidates.
- As a resource for *informing performance review criteria* for current PCA CEOs; and
- As a tool for *generating relevant training/learning experiences and resources* for PCA CEOs.

Conversely, this tool is not intended for use:

- To strictly define the role of, or expectations for, all PCA CEOs - using the document this way can create unreasonable performance expectations that are not always fully relevant to specific needs of individual organizations.
- As sole – or even primary – justification for discharging a current PCA executive (CEO, Executive Director, etc.), or for disqualifying a candidate for such positions; or
- As a yardstick for measuring overall organizational performance of the PCA itself.

DEFINITIONS

State/Regional Primary Care Associations (PCAs): Nonprofit organizations, authorized by Section 330 of the Public Health Service Act, that provide training and technical assistance (T/TA) to safety-net providers. PCAs help health centers and look-alikes plan for the growth of health centers in their state, as well as develop strategies to recruit and retain staff.

Training and Technical Assistance (T/TA) Offered by PCAs: T/TA helps health centers improve programmatic, clinical, and financial performance and operations. All PCAs are organized around the following set of core functions and competencies that provide the framework for support and assistance to health centers and the communities they serve:

- Increase Access to Comprehensive Primary Care
- Accelerate Value-Based Care Delivery
- Foster a Health Center Workforce to Address Current and Emerging Needs
- Enhance Emergency Preparedness and Response
- Advance Health Center Clinical Quality and Performance

PCA Chief Executive Officer (CEO): The lead member of the PCA's management team, who drives ethical, strategic, sustainable, and mission-centered operations and business development for the organization and its stakeholders. The CEO's job will look slightly different in every PCA – and that's fine. This is not a cookie-cutter role, nor should it be. But there are fundamental parts of the position that are likely to be common to most Primary Care Associations. These primary functions, as organized into 12 key Domains (briefly summarized below) are described in detail in the PCA CEO Core Competencies document itself.

Domains: The broad functions – and thus the major areas of needed competence – for which the PCA CEO is responsible/accountable. The 12 key Domains are as follows:

- A. *General Operations:* The PCA CEO must understand the health center movement/model; the Primary Care Association model; the impact of the current health care environment on health

centers and their patients; how to work fluidly with policy-making agencies, funders, and other critical entities; and how to foster a positive community image for the PCA and its member centers.

- B. *Systems Orientation*: The PCA CEO needs to maintain productive external relationships and partnerships, as well as an internal environment in which staff and board work together to successfully address the organization's Strategic Plan. The PCA CEO must employ both "big picture" and "detailed systems" thinking in making organizational decisions based in the organization's mission/vision/values.
- C. *Cultural Sensitivity*: The PCA CEO ensures an environment in which cultural diversity, equity, and inclusion are givens, and in which sensitivity to differing cultures, behaviors, and wellness perspectives is the norm.
- D. *Personnel Management and Teamwork*: PCA CEOs ensure that recruiting, onboarding, retention, general personnel management, and human resources compliance are successfully carried out within both the PCA and (through support and assistance) its member health centers. They foster genuine teamwork and a sense of common purpose among all staff through delegation, decision-making, clear job descriptions, and team collaboration, which ensures that tasks are completed efficiently, effectively, and with respect for all. The PCA CEO works in partnership with Human Resources to ensure effective staff engagement and development that fosters optimal professional opportunities for future leaders.
- E. *Operational Management*: The PCA CEO must work in partnership with other PCA operational leaders and managers to ensure full alignment of people, processes, and places, thus fostering appropriate operational and clinical responses to a changing environment.
- F. *Finance and Reimbursement*: PCA CEOs must fully understand budgets, cash flow analyses, income statements, and balance sheets. They also need to understand 990 tax returns, federal grant regulations, 340B regulations, audits, and compliance principles. The PCA CEO works in partnership with the CFO in creating, and ensuring adherence to, appropriate financial policies and controls.
 - a. An important financial component for both health centers and the PCA itself is ongoing fund development for organizational sustainability. The PCA CEO must ensure continual and diverse revenue streams (grants, fundraising events, major donor/foundation contributions, etc.) for the PCA by creating conditions that enable fund development success; potential donors and the community will want to interact personally with the PCA CEO. In addition, the PCA CEO supports the securing of multiple revenue streams by the PCA's member centers.
- G. *Quality Management*: The PCA CEO supports and (as appropriate) participates in quality management and related programs that foster continual improvement within both the PCA and its member centers, including health center accreditation and Patient Centered Medical Home (PCMH) recognition programs.
- H. *Health Information Technology (HIT)*: The PCA CEO actively fosters use of all appropriate technologies (including EHRs, PMSs, and advanced HIT applications to optimize quality of care, operations, and reimbursement) by the PCA's member health centers.

- I. *Legal and Ethical Issues*: PCA CEOs lead through personal integrity, respect for all, and clear commitment to excellence, and they ensure the same from all staff. A PCA CEO must also help ensure successful Risk Management awareness and action, as well as compliance with the Federal Tort Claims Act (FTCA) and all grant requirements, within both the PCA and its member centers.
- J. *Advocacy*: A PCA CEO must develop and maintain strong relationships with professional colleagues, donors, media representatives, and more. Transparency and coalition building are critical, as is regular communication with direct stakeholders and the general public. A successful PCA CEO maintains awareness of all advocacy rules related to federal fund sources, and guides staff, board, and the PCA's member health centers in taking an active role in community mobilization for health.
- K. *Resiliency and Joy in Work*: PCA CEOs must successfully navigate change within the PCA, and they must provide support to staff in times of new initiatives and care models. In addition, PCA CEOs must successfully promote true joy in work, both personally and for the staff, in part by leveraging Emotional Intelligence theory.
- L. *Leadership*: "Leadership" focuses all other Domains. As the public face of the Primary Care Association, the CEO is seen by all stakeholders as the visible embodiment of the entity. The PCA CEO must successfully articulate the mission/vision/values, change principles, needs, and overarching strategy of the organization. PCA CEOs also foster positive board partnership, accountability, and a sense of complementary roles with interlocking responsibilities. Finally, PCA CEOs have ultimate responsibility for their Associations, but they are not responsible for doing all necessary tasks; rather, they delegate appropriately.

Tasks/Skills: Specific responsibilities comprising each broad Domain.

Behavioral Examples: Observable actions that help differentiate proficiency levels for each Task/Skill.

Proficiency Levels: Loosely based on the seminal work of Dreyfus & Dreyfusⁱ. PCA CEOs should minimally attain "Level 3: Competent/Applied" proficiency for skills enabling successful Primary Care Association leadership.

ⁱ Dreyfus, S. E. 2004. "The Five-Stage Model of Adult Skill Acquisition". *Bulletin of Science, Technology & Society*, 24: 177 (<http://www.bumc.bu.edu/facdev-medicine/files/2012/03/Dreyfus-skill-level.pdf>)

Table 1: Proficiency Levels

Proficiency Level		Description
5	Expert	<p>Performance at the Expert level demonstrates deep experiential background that enables assessment of, and response to, situations/events by identifying critical issues and implementing optimal courses of action. Able to be innovative, creative, and highly effective in multiple situations, including those that are new, or which require deep problem-solving or analytic skill. Creates and/or shares new knowledge and demonstrates promising practices.</p> <p><u>Key Descriptors:</u> Develops and applies skills/knowledge/behaviors in new and unique ways; innovative, intuitive, with a national/global perspective; focuses on trends, strategies, external partnerships, and enhancing knowledge/insight of colleagues and constituents; demonstrates foresight.</p>
4	Proficient/ Skilled	<p>Performance at the Proficient/Skilled level demonstrates significant experience. Sees situations holistically, and intuitively understands the interdependence and prioritization of multiple aspects of situations. Able to instinctively apply maxims and successful strategies to situations as they present themselves. Possesses multiple tools in the “professional toolbox” and knows how to use them well.</p> <p><u>Key Descriptors:</u> Demonstrates advanced skills/knowledge/behaviors; handles complex situations successfully; coaches others; proactive and efficient; focuses on organization-wide performance; demonstrates insight.</p>
3	Competent/ Applied	<p>Performance at the Competent/Applied level displays enough experience to complete most tasks independently, understand the larger context, and attend to multiple aspects of situations (but may still occasionally become overwhelmed by them). Able to plan, organize, and prioritize with some effort, but may lack the speed and flexibility of more advanced professionals in a particular area. Able to establish productive routines. May require supervision/coaching for novel or complex tasks and situations.</p> <p><u>Key Descriptors:</u> Reliable and independent; performs task/skills consistently and well.</p>
2	Beginner/ Basic	<p>Performance at the Beginner/Basic level demonstrates at least some experience in some situations and reflects initial stages of understanding the complexities of situations. Requires significant supervision/coaching/support to prioritize and complete most tasks successfully; may be able to complete a few tasks with minimal oversight. May have difficulty seeing the “big picture” or critical aspects of a situation, focusing on less complicated and potentially disconnected aspects.</p> <p><u>Key Descriptors:</u> Partially independent, needing some coaching/supervision; focuses on understanding the role and learning relevant information; may perform tasks at a basic level.</p>
1	Novice/ Learning	<p>Performance at the Novice/Learning level may demonstrate “book” knowledge of Domains and Tasks/Skills, but with relatively little experiential knowledge. May rely heavily on context-free rules and objective data, applying them universally with minimum discernment. Requires a significant amount of supervision and coaching to complete tasks at an acceptable level.</p> <p><u>Key Descriptors:</u> Book knowledge only, or limited awareness of tasks and required skills/knowledge. Reliance on strict rules; needs ongoing supervision/coaching/training; focuses on general skills and knowledge; In the early development stage.</p>

CORE COMPETENCIES

A. General & Basic Operations

The PCA CEO must understand the health center movement/model; the Primary Care Association model; the impact of the current health care environment on health centers and their patients; how to work fluidly with policy-making agencies, funders, and other critical entities; and how to foster a positive community image for the PCA and its member centers.

A1. Able to work fluidly with governmental agencies, legislative representatives, and other entities, stakeholders, and individuals that fund, support, or impact health centers and/or the Primary Care Association (PCA)*

*** NOTES:**

1. Throughout these competencies, “PCA” will frequently be used.
2. The term “Primary Care Association” encompasses organizations receiving funding support from the HRSA Bureau of Primary Health Care (BPHC) to represent and support **state, bi-state, or regional** health center constituencies.)

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Expertly build, sustain, and navigate relationships with members of Congress and their teams; HRSA senior leadership; Governors and other key elected state officials; Foundations and other philanthropic entities; payers; peer state-based and regional Health Care Associations; peer PCA colleagues; NACHC and other key stakeholders and partners • Create innovative approaches to building, sustaining, and navigating the relationships noted above • Anticipate and influence changes in regulation and legislation that may impact health center funding and operations, including health center workforce issues • Viewed by key external agencies and contacts as an essential and credible resource in all matters pertaining to health centers and/or the PCA • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Leverage governmental and other funding agency structures and initiatives (see “Expert” Level, above) to create new opportunities for health center and/or PCA service expansion • Positively impact outcomes for health centers and the PCA through mutually respectful relationships • Coach others on how to navigate and leverage relationships with government and other agencies that fund, support, or impact health centers • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Identify and lead development of current PCA project and funding applications (see “Expert” Level, above)

Level	Examples
	<ul style="list-style-type: none"> • Ensure needed periodic reporting • Communicate as needed on related issues and opportunities • Maintain direct, regular, meaningful, and consistently diplomatic contact with relevant governmental agency leaders, legislative representatives, and other entities, stakeholders, and individuals around all appropriate issues, including public policy relating to health center workforce • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand governmental and funding source structures, past history, current relationships, and mandates pertaining to both PCAs and health centers, including HRSA Health Center Program Compliance Manual requirements
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to work with governmental and other funding sources, but unsure how they impact the health centers and/or PCA • Obtain knowledge of all relevant PCA key contacts, including pertinent agencies, representatives, entities, stakeholders, and individuals

A2. Able to identify and pursue areas of shared interest with entities identified in A1., creating opportunities for new or stronger partnerships to strengthen Primary Care Associations and health centers state-wide, regionally, or nationally

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Take active leadership role in State/Regional Primary Care Association (PCA), HCCN, NTTAP, and NACHC functions, forums, and projects • Develop innovative approaches for identifying and building relationships with thought leaders in relevant industry associations • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach other members of the PCA team on the importance of continuously building knowledge and expertise through appropriate professional networks, and actively support participation in such networks • Participate in industry working groups • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Routinely participate in relevant PCA, NACHC, and other network activities • Ensure clear and ongoing bi-directional communication with NACHC • Continuously expand network of industry contacts • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand PCAs, Health Center Controlled Networks (HCCNs), NACHC, other National Training and Technical Assistance Partners (NTTAPs, formerly called National Cooperative Agreements), and additional relevant networks and their relationships • Have a minimal network of industry contacts
1 - Learning	<ul style="list-style-type: none"> • Aware of State and Regional PCAs and NACHC, but no or limited involvement in their activities or programs • Have not yet established a network of industry contacts

A3. Continuously promote both positive PCA governance and the PCA's role in local, regional, and national policy development

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Take a leadership role in actively advancing national PCA and health center priorities with Members of Congress and their teams; HRSA senior leadership; Governors and other key elected state officials; Foundations and other philanthropic entities; payors; peer Associations; peer PCA colleagues; and other key stakeholders • Serve as expert resource for health centers, and with other PCAs, in advancing board engagement and effectiveness • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Can explain the forces shaping delivery of health care, including health center workforce issues, and how they will impact health centers and the role of Primary Care Associations for a 5-to-10-year horizon • Facilitate the PCA board's ability to fulfill its fiduciary role by actively fostering positive, creative board interaction and engagement • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Can explain to PCA staff how PCAs and health centers fit into local and national health systems, including related workforce issues • Can describe the dynamics of the overall health care system, at all levels • Successfully leverage the diverse skills and perspectives on the PCA board • Serve as effective and diplomatic liaison between the Board and staff • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know the history of the health center movement • Know the history and current roles and responsibilities of Primary Care Associations, including building positive relationships with critical constituencies (see "Expert" Level, above) • Know common PCA and health center terminology and appropriate government acronyms • Know PCA reporting requirements • Understand and can explain the principles of excellence in non-profit governance • Understand and fully appreciate the unique requirements for health center board composition

Level	Examples
1 - Learning	<ul style="list-style-type: none"> • Working to understand history of the health center movement, unique health center dynamics (including composition and role of the consumer-based board), and the role and impact - including economic - of the center within its community • Working to understand the history and current roles and responsibilities of Primary Care Associations

A4. Demonstrate comprehensive understanding of the unique dynamics of the health center model

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Is viewed as a “go-to” resource at the state and national level • Actively engage with leaders at NACHC and BPHC conferences and meetings, including educational programs • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Participate in state and national meetings concerning health centers, and provides useful input to deliberations • Offer constructive input for program improvement, including assistance to health centers in implementing care models that optimize outcomes through effective utilization of all health center team members • Ensure peer support and appropriate leadership development for health center staffs • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Can participate in detailed discussion of Federal Section 330 requirements and apply them appropriately as needed on behalf of health centers. • Work as needed with Bureau of Health Workforce (BHW) and/or National Training and Technical Assistance Partners (NTTAP) programs on behalf of health centers • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand requirements presented in financial, governance, and health care service training modules • Understand the core principles of the Federal Section 330 program. • Know about Bureau of Health Workforce (BHW) and National Training and Technical Assistance Partners (NTTAP) programs • Demonstrate learning behaviors
1 - Learning	<ul style="list-style-type: none"> • Engage in study of the model through site visits, observation of health center board meetings, review of pertinent materials, and participation in presentations offered by NACHC and/or individual experts in areas such as governance, finance and sliding fee, culture, implicit bias, and service delivery

A5. Demonstrate comprehensive understanding of the unique role and functions of the Primary Care Association model

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Is viewed as a “go-to” resource at the state and national level • Present at conferences and educational programs • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Participate in state and national PCA meetings, and provide useful input to deliberations • Lead the PCA in continually identifying unmet Member Services’ needs, including ongoing leadership development and public policy support regarding workforce issues, within the health centers in its state(s) or region and creating strategies to address them • Identify creative new ways to continually measure and report/promote the PCA’s ongoing ROI • Offer constructive input to HRSA, or others, as appropriate, for PCA program improvement • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Participate in detailed discussion of PCA role and requirements • Ensure that the PCA continually provides a comprehensive array of high-quality Member Services, including ongoing leadership development and public policy support RE: workforce issues, for health centers in its state(s) or region • Ensure effective ongoing measurement, and reporting/promoting as appropriate, of the ROI generated by the PCA’s work • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand requirements presented in financial, governance, and health care service training modules • Understand the PCA’s critical role in providing a comprehensive array of needed Member Services for health centers in its state(s) or region • Understand the need to promote the ongoing value of the PCA through measurable Return on Investment (ROI) • Demonstrate Learning behaviors
1 - Learning	<ul style="list-style-type: none"> • Engage in study of the model through PCA site visits, teleconferences with PCA peers, review of pertinent materials, and participation in presentations offered by NACHC and/or individual experts in areas such as governance, finance and sliding fee, culture, and implicit bias

A6. Ensure a positive image – for both the PCA and health centers – within communities, the state, the region, and any other external constituencies via marketing opportunities, social media, personal influence, and public presentations

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Innovatively use social media tools such as regular blogs, online articles, etc. to leverage and amplify the work of the PCA and health centers • Often requested to speak at industry events • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Lead discussions on relevant social media channels concerning health issues facing communities and the state, region, or nation • Coach others on how to leverage social media and other marketing channels to enhance the image of the PCA and health centers • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Actively initiate presentations that effectively represent the PCA, health centers, and the health center model to constituent groups and other external parties, to advance the mission and to leverage new opportunities • Use relevant social media channels to expand personal presence in the state, bi-state, regional, and national spheres • Establish a personal “brand” by making effective presentations to internal and external groups, writing for publication, etc. • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Can articulate basic public relations principles (marketing, social media, etc.) • Have basic presentation skills and ability to use common presentation software
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of marketing the value and capabilities of the PCA and health centers, but little experience in related communications approaches

A7. Promote understanding of, and compliance with, current UDS requirements by constituent health centers as requested, through appropriate training and support activities

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify, understand, and disseminate to others innovative approaches to ongoing use of UDS data to improve health center operations and results • Serve as a resource to other PCAs and to health centers on UDS data and resulting improvement • Make appropriate UDS change recommendations to BPHC to reflect industry norms and market changes • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Provide expert coaching, directly or through recognized experts, to support health center excellence in UDS performance • Provide leadership for improving state-wide and individual health center performance based on UDS results • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Routinely provide support and encouragement to health centers in completing UDS reports, to ensure that they are prepared accurately and delivered on time • Track and report state-wide UDS performance indicators to promote collaborative health center improvement efforts • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand basic UDS reporting
1 - Learning	<ul style="list-style-type: none"> • Aware of UDS reporting requirements

A8. Work successfully and proactively within the current healthcare environment, addressing all relevant regulations

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Through innovation and insight, position the PCA as a major primary care influencer nationally, regionally and within the state(s) • Build and leverage relationships with regulatory agencies to promote the HC model, and evaluate related regulatory changes • Demonstrate Skilled behavior
4 - Skilled	<ul style="list-style-type: none"> • Through adaptive leadership (coaching and teamwork based in intuition and data), guide the PCA through changes and/or trends that will impact future operations and the delivery of primary care through health centers • Mentor staff in positioning the PCA to be a primary care leader within the state or region • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Through knowledge of government regulations and funding guidelines, and through access to appropriate professional expertise, successfully provide PCA guidance to health centers to ensure successful practices in provider*/patient transactions and organizational supporting activities <i>*(NOTE: Per federal guidelines, "providers" include doctors of medicine or osteopathy, podiatrists, dentists, chiropractors, clinical psychologists, optometrists, nurse practitioners, nurse-midwives, and clinical social workers authorized to practice by the State and who are performing within their scope of practice as defined by State law.)</i> • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamental dynamics among and between providers, payers, patients, legislators, and funders, and the role of a PCA in supporting successful practices
1 - Learning	<ul style="list-style-type: none"> • Aware of the primary forces impacting providers, payers, and patients, as well as basic regulations affecting health centers • Aware of the role of the PCA in supporting successful practices in all health centers

B. Systems Orientation

The PCA CEO needs to maintain productive external relationships and partnerships, as well as an internal environment in which staff and board work together to successfully address the organization's Strategic Plan. The PCA CEO must employ both "big picture" and "detailed systems" thinking in making organizational decisions based in the organization's mission/vision/values.

B1. Utilize both “big picture” and “detailed systems” thinking when analyzing issues and making decisions

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Anticipate the impact of decisions on the long-term strategy of the PCA and/or health centers • Develop new tools or templates for evaluating and prioritizing alternative options • Create new methods for identifying data and analyzing its accuracy and importance • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Ask strategic “generative” questions that challenge traditional thinking, to understand issues and pose alternatives that create new opportunities • Mentor PCA staff on how to assess situations to make the most informed decisions about which courses of action to pursue • Identify and follow through on new options for ensuring PCA sustainability, in both service provision and revenue generation • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Identify all information needed to make informed decisions about the strategic implications of specific courses of action • Successfully weigh (and act on, as appropriate) potential courses of action based upon how they are likely to affect both tactical operations and ongoing PCA sustainability • Consistently gather information from all stakeholders before making decisions • Use proven tools to evaluate alternatives considering stakeholder requirements • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Can describe “strategic” vs. “tactical” thinking • Understand the skills needed to make decisions effectively
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to understand strategic consequences of decisions, but does not have practical experience regarding their impact • Recognize the complex nature of decision making

B2. Work collaboratively with staff and board to generate, implement, and maintain a Strategic Plan based in consensus Mission, Vision, and Values addressing aligned goals and objectives

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Lead the board and staff in leveraging the Strategic Plan to optimize and expand the reach and breadth of the PCA, and continually improve its services • Lead the staff in continually aligning and (as needed) realigning annual objectives with the PCA's strategic goals • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Ensure that the Strategic Plan is actively referenced as routine administrative and clinical decisions are made • Coach board and staff members on continued implementation, and revision as needed, of the Plan • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Work with board and staff to develop, implement, and maintain an actionable Strategic Plan based in consensus Mission, Vision, and Values • Annually set and communicate specific, measurable objectives that align with the Strategic Plan's long-term goals based in the center's Mission, Vision, and Values • Ensure that all stakeholders know how their work contributes to the Mission, to fulfillment of the ongoing Strategic Plan, and to the value of the PCA • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know the structure and recognized components of a Strategic Plan • Understand the relationships among organizational Mission, Vision, Values, goals, and objectives, and how these contribute to the Strategic Plan • Understand how Strategic Plan components relate to the PCA and its environment
1 - Learning	<ul style="list-style-type: none"> • Aware of Strategic Plans and the organizational need for them • Aware of the need for an organization to have a clear Mission and Vision based in foundational Values • Know the need to set measurable goals and objectives, but lacks experience in aligning these with a long-term organizational vision

C. Cultural Sensitivity

The PCA CEO ensures an environment in which cultural diversity, equity, and inclusion are givens, and in which sensitivity to differing cultures, behaviors, and wellness perspectives is the norm.

C1. Facilitate positive, constructive interactions among and between all stakeholders by demonstrating sensitivity to differing cultures, behaviors, and wellness perspectives

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Lead development of new programs that successfully address health disparities among diverse populations served by health centers • Lead identification and/or creation and dissemination of appropriate materials that accommodate varying literacy levels of health center patients and family members • Facilitate effective dialogue to influence policy and to create partnerships through active listening, idea & issue synthesis, effective supporting materials, and meaningful and timely follow up • Create an organization that embraces DEI • Create culturally sensitive collaborative relationships and programs with internal and external stakeholders • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Positively facilitate staff diversity throughout the PCA • Effectively manage conflict arising from cultural issues • Continuously earn respect from all stakeholders • Model for others a spirit of introspection and self-awareness • Model, and coach others on, consistently positive and diplomatic communication with all constituents, colleagues, and stakeholders • Lead through application of Emotional Intelligence theory • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Continually assess perceptions of the PCA from all directions • Demonstrate “active listening” with all stakeholders • Establish ongoing personal rapport with stakeholders from diverse cultural and ethnic backgrounds • Ensure that all staff members view health center leaders as integral members of the PCA team • Adapt PCA services as needed to languages, cultures, and preferences of all stakeholders • Actively and consistently address the related issues of true equity and implicit bias within the PCA, as well as in health centers across the state or region • Identify and provide appropriately diverse written materials as needed

Level	Examples
	<ul style="list-style-type: none"> • Enable competent oral communication in languages and dialects requisite for a diverse PCA stakeholder population • Model open and consistently diplomatic communication and desirability of “win-win” solutions • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand own values relating to cultural, ethnic, and other differences • Understand basic communication theory, including fundamentals of semantics • Treat others with honesty, dignity, and respect always
1 - Learning	<ul style="list-style-type: none"> • Know the need for positive and constructive communication/interactions with all stakeholders based in true cultural sensitivity (re: diverse cultures, differing cultural norms, and ethnic differences)

C2. Successfully advocate for, encourage, and actively facilitate true diversity, equity, and inclusion (DEI) within and among the PCA board, staff, vendor pool, and health centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Act on behalf of the PCA (and health centers, as appropriate) as DEI champion in all internal and external transactions/collaborations • Create diversity policies that serve as guidelines for health centers and other PCAs to follow • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Serve as a mentor for the PCA's board and staff, as well as health centers, in identifying creative ways to fully evaluate DEI performance • Coach the PCA's board and staff, as well as health centers, in continually improving their DEI record • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead board and staff in creating and implementing policies/procedures to enable true DEI within the PCA • Encourage and actively support implementation of policies/procedures that enable DEI within health centers • During vendor selection, ensure appropriate consideration of women-owned and minority-owned businesses • Consistently apply appropriate metrics for monitoring and reporting to the board the PCA's performance RE: DEI • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know fundamental issues and dynamics relating to DEI • Understand how these issues and dynamics play out in real-world settings
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of, and need for, true DEI in both PCA and health center settings, but unclear how to implement this

D. Personnel Management & Teamwork

PCA CEOs ensure that recruiting, onboarding, retention, general personnel management, and human resources compliance are successfully carried out within both the PCA and (through support and assistance) its member health centers. They foster genuine teamwork and a sense of common purpose among all staff through delegation, decision-making, clear job descriptions, and team collaboration which ensures that tasks are completed efficiently, effectively, and with respect for all. The PCA CEO works in partnership with Human Resources to ensure effective staff engagement and development that fosters optimal professional opportunities for future leaders.

D1. Foster a collaborative culture of genuine teamwork and common purpose among all PCA staff

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify and implement promising practices for creating a collaborative team-based environment • Anticipate and prepare for possible discord using respected techniques, such as scenario planning and/or conflict management • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Effectively direct collaboration and effective service delivery by the PCA team (internal and external) • Create organizational understanding of, and appreciation for, all team member roles (thereby minimizing organizational silos) • Develop a cadence for scheduling formal one-on-ones with team members to discuss projects, challenges, and resolutions • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Create an environment in which innovation is valued and rewarded • Communicate regularly with and support the PCA team, especially senior and executive (C-suite) staff, resulting in a common sense of genuine interdisciplinary teamwork • Promote and encourage an environment of shared decision-making with stakeholders • Proactively identify informal ways to meet and discuss relevant issues with specific team members • Share information with others prudently, in ways that promote the spirit of collaboration and mutual support • Participate actively in team meetings • Successfully foster joy in work among team members • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand common concepts for forming and maintaining an environment of mutual respect and collaboration • Actively engage in building a true interdisciplinary PCA team
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of a culture of collaboration and mutual respect

D2. Ensure ongoing accomplishment of effective personnel management functions

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Craft a comprehensive staffing plan for the PCA, to meet ongoing objectives • Develop innovative retention approaches, to create a rewarding and fulfilling work environment • Leverage the culture of life-long learning to guide the PCA toward becoming a locus for professional growth and fulfillment for all employees • Create a structured template and related questions for conducting interviews for key PCA positions • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Guide others in conducting performance reviews (and, as needed, progressive correction), as well as recruiting, developing, and retaining the best employees • Conduct real-time coaching and mentoring in a timely, honest, and respectful fashion • In concert with the board, develop effective succession planning • Use structured templates and related questions for conducting interviews for key PCA positions • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Use a variety of methods to attract qualified talent <ul style="list-style-type: none"> o LinkedIn and other social media o Employee and manager referrals o Professional societies and associations o Community outreach • Execute successful recruiting strategies, hiring not only for job skill, but also based on commitment to the PCA mission • Ensure a successful Onboarding & Orientation program • Identify and execute successful retention strategies • Provide routine performance feedback in a timely, candid, and respectful manner • Conduct formal performance reviews and as needed, progressive correction • Recognize and celebrate excellence • Ensure implementation of successful general and performance-based compensation programs

Level	Examples
	<ul style="list-style-type: none"> • Cultivate a culture of life-long learning and professional growth throughout the staff • Ensure implementation of a successful benefits administration program • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand personnel management fundamentals (managing direct reports, performance evaluation, progressive correction, etc.)
1 - Learning	<ul style="list-style-type: none"> • Aware of the responsibilities for effective personnel management in a PCA, but have no or limited experience in managing others

D3. Gain and maintain a full understanding of health center challenges in provider recruitment and retention, and identify and provide services that support health centers in meeting these challenges

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Work with members of the PCA team to institute new and innovative ways to optimize health center recruiting/hiring, onboarding, and retention of effective providers, including (but not limited to) alternative and/or value-based payment arrangements • Influence governmental policies to ensure that all providers can work at the top of their respective licenses • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Work with appropriate members of the PCA team to lead surveillance of promising provider performance compensation practices addressing productivity, quality, and other organizational priorities, to improve recruitment and retention and to strengthen the center's financial stability • Coach others on how to develop and implement a successful provider recruitment and retention program • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Promote promising practices in health center provider recruitment and retention programs, to include effective hiring mechanisms, onboarding systems, and compensation models • Help health centers craft appropriate policies to ensure that all providers work at the top of their respective licenses • Work with appropriate PCA staff to ensure understanding of effective provider recruitment and retention programs in health centers throughout the state or region • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamental health center provider recruitment and retention issues, including recruiting and hiring, onboarding, and appropriate compensation (with attention to avoiding compensation inequity among providers)

Level	Examples
1 - Learning	<ul style="list-style-type: none"><li data-bbox="418 405 1398 468">• Aware of the need for effective provider recruitment and retention strategies, including appropriate compensation models, in all health centers

D4. Understand requirements for health center provider credentialing and privileging, and ensure availability of PCA training and consultative services needed to support full compliance by all centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> Identify and/or lead development of new ideas and promising practices for streamlining the credentialing processes, and actively engage credentialing bodies to promote and encourage adoption of such practices Identify and disseminate promising practices and/or new concepts to ensure that credentialing & privileging are appropriately tied to revenue cycle optimization Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> Identify, understand, and disseminate promising health center practices for credentialing and privileging Lead effective group and health center specific PCA training programs to ensure broad health center access to new ideas and concepts Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> In concert with appropriate members of the PCA team, lead and direct development of staff knowledge and expertise in credentialing and privileging challenges, issues, and promising practices Engage the PCA board in understanding the role of the PCA in supporting improvement in credentialing and privileging services Support health centers in ensuring that all providers work at the top of their licenses Identify and implement state-wide metrics to serve as a basis for monitoring and supporting performance improvement Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> Understand both general principles of credentialing and privileging, and related HRSA requirements Understand impact of untimely or ineffective processes on health center revenue management Understand PCA staff functions in working with health centers and appropriate authorities to support efficient and effective credentialing and privileging, as well as the work of those with designated responsibilities

Level	Examples
1 - Learning	<ul style="list-style-type: none"><li data-bbox="418 405 1385 468">• Aware of the importance of credentialing and privileging to managing overall risk in all health centers

E. Operational Management

The PCA CEO must work in partnership with other PCA operational leaders and managers to ensure full alignment of people, processes, and places, thus fostering appropriate operational and clinical responses to a changing environment.

E1. Ensure development and implementation of effective and efficient operational systems in all functional areas of the Primary Care Association, both clinical and administrative

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify and/or create and deploy systems, processes, and tools that ensure consistent delivery of effective and efficient PCA services • Identify and/or create and deploy new and innovative approaches to time and project management that positively impact PCA costs • Recognized by others as an expert in operational management; sought out to provide guidance • Anticipate issues related to regulatory changes that may impact PCA systems or processes • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Leverage tools, processes, and systems created by other PCA leaders (or from outside of the PCA world, but effective <i>in</i> a PCA) that ensure consistent delivery of effective and efficient services • Coach others within the PCA on consistent operational processes <ul style="list-style-type: none"> ○ Workflow Management ○ Productivity optimization • Take a collaborative leadership role within the PCA regarding organizational planning and coordination • Lead the PCA team with effective change management techniques when modification of systems and/or processes is required • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Ensure systems and related processes provide optimal function of PCA services and generate desired outcomes • Lead and deploy PCA staff to ensure consistent operational processes <ul style="list-style-type: none"> ○ Workflow management ○ Productivity optimization • Use and/or lead staff in using structured project management techniques to plan, coordinate, and execute necessary functions • Assign responsibilities appropriately, to ensure coordination of functions and to promote opportunities for professional growth and accountability • Ensure effective managerial development by providing opportunities for decision making and professional growth throughout the PCA

Level	Examples
	<ul style="list-style-type: none"> • Prepare and lead staff meetings using recognized meeting management techniques • Provide peer leadership opportunities and experiences for members of the PCA team • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand systems and processes that support consistent business operations, including fundamentals of time and project management • Understand concepts and issues related to planning, management, and coordination of services • Understand basics of the PCA financial management system, and utilize reports generated by that system
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to have efficient and effective operational systems and processes in place, but minimal experience implementing and maintaining them • Have limited training or experience with formalized time and/or project management techniques

E2. Ensure that overall PCA operations are consistent with generally accepted business practices

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Create or adopt practices and procedures (including a comprehensive Corporate Compliance Program) to ensure that operations follow efficient and effective business practices • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Ensure optimal results in all functional areas, from the perspectives of effectiveness, efficiency, regulatory and funder compliance, consistency, and productivity • Coach PCA staff in developing an organizational culture that welcomes new ideas, celebrates learning opportunities, and values innovation in meeting ever-higher organizational standards • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Support PCA staff in fully understanding and actively addressing generally accepted operational practices in their respective functional areas • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know generally accepted operational practices and business-focused results • Understand importance of delegated decision making, and engage appropriate members of the PCA team in successful execution of individual responsibilities
1 - Learning	<ul style="list-style-type: none"> • Aware that common processes and standards exist for operational business practices and results

E3. Ensure that clinical and administrative operations are continuously aligned within the PCA

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Monitor the industry to identify best practices for aligning goals and objectives of clinical and administrative operations within the PCA • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Follow best practices for aligning clinical and administrative operations • Mentor clinical and administrative staff members in taking ownership of, and actively maintaining, aligned strategic goals and related tactical objectives • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Ensure organizational success in continually meeting aligned clinical and administrative goals and related annual objectives • Engage the board at the appropriate level through dashboard reporting and other effective methods • Work with appropriate C-suite staff to develop, and keep current, aligned clinical and administrative (including financial) long-range goals • Work with appropriate C-Suite staff to annually develop aligned short-term clinical and administrative (including financial) objectives that promote their respective long-range goals • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Fully understand the need for organization-wide engagement to ensure clinical and administrative alignment, and ramifications of success or failure
1 - Learning	<ul style="list-style-type: none"> • Aware of the need for alignment of clinical and administrative operations, but do not fully understand all related ramifications

F. Finance & Reimbursement

PCA CEOs must fully understand budgets, cash flow analyses, income statements, and balance sheets. They also need to understand 990 tax returns, federal grant regulations, 340B regulations, audits, and compliance principles. The PCA CEO works in partnership with the CFO in creating, and ensuring adherence to, appropriate financial policies and controls.

An important financial component for both health centers and the PCA itself is *ongoing fund development* for organizational sustainability. The PCA CEO must ensure continual and diverse revenue streams (grants, fundraising events, major donor/foundation contributions, etc.) for the PCA by creating conditions that enable fund development success; potential donors and the community will want to interact personally with the PCA CEO. In addition, the PCA CEO supports the securing of multiple revenue streams by the PCA's member centers.

F1. Able to use generally accepted financial tools and systems to analyze ongoing data and ensure effective financial management of the PCA

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Create and/or adapt innovative approaches to budgeting and financial management that enhance the long-term financial health of the PCA • Routinely generate new/innovative funding sources that help sustain PCA operations while reducing reliance on government funds • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Use advanced tools such as practice management systems, dashboards, etc. to optimize operations, promote internal transparency and accountability, and identify financial opportunities • Work with managers to optimize overall PCA budget management • Coach others on how to analyze and leverage the data in PCA financial statements • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Use and/or direct the use of budgeting tools to help generate, track, and maintain annual PCA budgets • Conduct or direct financial statement analysis to inform and drive operational decisions • Lead and actively participate in decision making processes regarding overall PCA finances and budget development • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand essential financial concepts and reporting tools <ul style="list-style-type: none"> o Income statement o Balance sheet o Financial ratios • Understand budgeting principles and requirements of major PCA funding sources
1 - Learning	<ul style="list-style-type: none"> • Aware of the purpose of financial statements and ratios, but not well-versed in their details

F2. Ensure awareness by all PCA staff of critical PCA revenue stream sources, mechanisms, and issues

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Work with senior PCA colleagues in creating new and innovative approaches to leveraging reimbursement mechanisms available to PCAs • Ensure that the PCA is viewed by funders as <u>the</u> go-to source for collaboration in meeting new or emerging challenges in care to the medically underserved • Serve as an expert speaker and advisor to peers and at regional and national meetings on PCA revenue stream challenges and practices • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Act as a resource to, and convener of, leaders of funding agencies to identify current challenges and future opportunities for collaboration • Ensure the availability of training for designated PCA staff to promote and support effective and efficient revenue stream management • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Address revenue stream issues transparently and inclusively with members of the senior PCA management team • Ensure effective monitoring of projected and actual PCA revenues, adjusting levels of effort as needed and appropriate • Designate and deploy PCA staff to ensure effective processes in fulfilling all grants and contracts • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand sources of PCA revenue, funders' aims and objectives, and related requirements and challenges for the PCA • Meet basic requirements for funding authorization and reauthorization, maintaining adequate revenue to meet operational demands
1 - Learning	<ul style="list-style-type: none"> • Have general awareness of PCA revenue stream issues and mechanisms

F3. Ensure PCA staff awareness of critical health center revenue stream sources, mechanisms, and issues, and support effective revenue stream management by all health centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Work with health center leaders and PCA colleagues in identifying and/or creating new and innovative approaches to leveraging reimbursement mechanisms • Serve as an expert speaker and advisor on health center revenue stream challenges and practices for national bodies (such as NACHC) • Build a development team to assure organizational sustainability through ongoing resources and revenues • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Act as a resource to, and convener of, leaders of health centers and state agencies to address health center reimbursement policies and issues • Ensure the availability of PCA training for all health centers in promoting and supporting effective and efficient revenue stream management • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Work with PCA colleagues to monitor the various reimbursement mechanisms important to all health centers (HRSA grants, Medicaid, Medicare, etc.) • Designate and deploy PCA staff to ensure effective processes in supporting health center reimbursement • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand revenue options and issues for health centers <ul style="list-style-type: none"> o Risk based mechanisms o Public and private payers
1 - Learning	<ul style="list-style-type: none"> • Have general awareness of health center revenue stream issues and mechanisms

F4. Ensure timely and successful completion of PCA grant applications (i.e., Section 330 and other public and private grants), and related reporting

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify service gaps and unmet needs with current or prospective customers, and pursue new related public grant funding options • Create and/or identify and access new tools and processes to streamline the completion of grant applications • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Identify and propose potential programs and ideas for new grant funding • Delegate effectively and coach others on how to complete grant applications • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Ensure successful procurement and implementation of public grants • Able to justify funds requested in grant applications • Ensure appropriate accounting and reporting of grant results <ul style="list-style-type: none"> ◦ Progress reports ◦ Grant close-out reports ◦ Non-competing continuing applications • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand grant-writing and public fund sources • Know the multiple components of PCA public grants
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to apply for PCA grants to fund operations

F5. Identify and cultivate potential health center and/or PCA donors (individual, corporate, foundation) and, ensure appropriate access to related funding opportunities for all eligible centers and the PCA itself

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Develop a formal plan for securing ongoing private donations to ensure long-term PCA operations, and assist health centers as requested in developing analogous plans at the center level • Lead multi-PCA collaborative efforts resulting in private and/or public support of significant regional or national initiative(s) • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Deploy and direct designated PCA staff in securing public and/or private donations to enable expansion of current PCA and health center operations, as appropriate • Mentor designated PCA staff in: <ul style="list-style-type: none"> ○ Building expertise in potential donor identification, and ○ Cultivating related external relationships • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Deploy and direct PCA staff in securing private donations to augment or leverage public funds for sustainability of current PCA and health center operations • Direct PCA staff in identifying public and private funding opportunities for both health centers and the PCA • In collaboration with designated PCA staff, ensure the development of processes and tools for communication of funding opportunities for both health centers and the PCA • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamentals of private donor identification and cultivation • Understand the need for PCA staff professional growth opportunities in grant writing and management
1 - Learning	<ul style="list-style-type: none"> • Aware of need to deploy and direct PCA staff to identify potential sources of external private funding for both the PCA and health centers

F6. Lead and support state and regional health center initiatives RE: investigation and decision-making for new organizational models and opportunities (mergers and acquisitions, Accountable Care Organizations (ACOs), value-based payment models, new market tax credits, etc.)

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Seen externally as a leader in helping to continuously enhance existing options and create new ones • Frequently engaged by NACHC and other national or regional entities for public speaking or in advisory capacity regarding evolving models and markets • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach board, PCA membership, and designated PCA staff in successfully implementing desired organizational options • Mentor board and staff in keeping abreast of trends and ongoing new options • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead PCA board and staff, as well as all health center leaders and center staffs, to a full understanding of new models, related issues, and potential options • Guide PCA board in making appropriate decisions about which new options, if any, to pursue, and the role of the PCA in pursuing such options in collaboration with health centers • Ensure full engagement of appropriate PCA staff in support of board decisions • Ensure complete transparency and understanding by PCA membership • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamentals of new models offering potential opportunities for health centers, and related issues for both health centers and the PCA
1 - Learning	<ul style="list-style-type: none"> • Aware that new organizational and payment models and opportunities are becoming ascendant, but unable to fully describe them

F7. Ensure that all health centers understand, and are positioned to take optimal advantage of, the federal 340B drug program

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify innovative ways to optimize ongoing results of the 340B program • Ensure PCA collaboration in any national or regional 340B initiatives including leading and influencing necessary regulatory and legislative changes • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Collaborate with PCA board, and direct designated PCA staff, in 340B program support and issue resolution • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Deploy and direct PCA staff in building 340B program expertise • Guide ongoing 340B program monitoring and resource development • Ensure the availability of state-wide tracking and reporting to inform and support decision processes by all health center leaders • Ensure the availability of regular 340B training and consultation for all health centers • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know basic principles of the 340B drug program • Understand regulatory issues pertaining to the program and related compliance
1 - Learning	<ul style="list-style-type: none"> • Know of the existence of 340B, but unaware of the specifics of the program

G. Quality Management

The PCA CEO supports and (as appropriate) participates in quality management and related programs that foster continual improvement within both the PCA and its member centers, including health center accreditation and Patient Centered Medical Home (PCMH) recognition programs.

G1. Actively foster and support effective local and collaborative state and regional health center Quality Management programs that use proven quality techniques (measurement, Plan-Do-Study-Act (PDSA) cycles, benchmarking, etc.) to successfully foster continual improvement in operations and care delivery

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Deploy and direct designated PCA staff in identifying or supporting creation of new tools and techniques to measure, monitor, and improve processes and outcomes • Continually seek out new approaches that will have the greatest impact on outcomes • Viewed by peers and health center leaders as a leading expert in process and outcome improvement; frequently invited to speak at national or state meetings • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • In concert with designated PCA staff, actively promote broad understanding and pursuit of the Quadruple Aim in all health centers • Lead or direct and deploy PCA staff in convening multi-health center outcome measurement and improvement initiatives • Model a relationship of close cooperation and mutual support with leaders of all HCCNs providing services to health centers served by the PCA • Perceived in all health centers as a leader with deep understanding of and commitment to the work of quality management and outcomes improvement • Mentor PCA staff regarding quality management and improvement concepts and techniques • Actively advocate for preventing “initiative overload” • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Promote and encourage active, ongoing quality management and outcomes improvement in health centers, through reference to foundational concepts such as the Quadruple Aim, the Chronic Care Model, and NACHC’s Value Transformation Framework • Ensure collaboration with all HCCNs providing services to health centers served by the PCA • Deploy and direct designated PCA staff in state- or region-wide surveillance to identify promising process and outcomes improvement practices and initiatives

Level	Examples
	<ul style="list-style-type: none"> • Support identification, understanding, and use of effective quality tools and techniques to measure and monitor processes and outcomes, determine leverage points, and improve clinical and administrative performance <ul style="list-style-type: none"> o Peer review o Benchmarking • Ensure that designated PCA staff can differentiate among alternative quality process improvement models (while understanding their underlying commonalities), and support health center leaders and staff in selection of the most appropriate model for specific projects on the front lines • Leverage promising practice guidelines to support effective initiatives in all health centers • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand important conceptual foundations of health care quality such as the national Quadruple Aim, the Chronic Care Model, and NACHC’s Value Transformation Framework • Know the basics of a Quality Management (QM) Plan • Understand quality management and quality improvement concepts, including run charts, benchmarking, PDSA, the Three Question Model (<i>Tom Nolan</i>), process mapping and analysis, decision trees, etc. • Understand the roles and responsibilities of HRSA-designated HCCNs • Understand “initiative overload” and quality improvement fatigue, and implications for leaders at the front lines of health centers • Understand performance metrics and related HRSA requirements
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of quality-related programs in a health center setting

G2. Actively lead and participate in a PCA Quality Management program that uses proven quality techniques (measurement, PDSA cycles, benchmarking, etc.) to successfully foster continual improvement in operations and care delivery

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Deploy and direct designated PCA staff in identifying or supporting creation of new tools and techniques to measure, monitor, and improve the processes and outcomes of health centers • Continually seek out new approaches that will have the greatest impact on outcomes • Viewed by peers and funders as a leading expert in process and outcome improvement; frequently invited to speak at national or state meetings • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Engage all PCA staff in professional growth opportunities through a broad understanding of, and enthusiasm for, the quest for both individual and organizational change and improvement • Lead or direct and deploy PCA staff in engagement with peers in other PCA or similar organizations in outcome measurement and improvement initiatives • Perceived in the PCA sector as a leader with deep understanding of, and commitment to, the work of quality management and outcomes improvement • Mentor PCA staff regarding quality management and improvement concepts and techniques • Ensure that “initiative overload” does not impair success of PCA improvement efforts • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Actively lead, guide, promote and encourage effective quality management and outcomes improvement in all areas of PCA performance • Deploy and direct designated PCA staff in identifying promising process and outcomes improvement practices and initiatives from within the PCA community, as well as for use in the broader non-profit sector • Support identification, understanding, and use of effective tools and techniques to measure and monitor processes and outcomes, determine leverage points, and improve PCA performance in all areas • Demonstrate Basic behaviors

Level	Examples
2 - Basic	<ul style="list-style-type: none"> • Know the basics of a Quality Management (QM) Plan • Understand quality management and quality improvement concepts, including benchmarking, PDSA, the Three Question Model (<i>Tom Nolan</i>), process charting, decision trees, etc. • Understand the roles and responsibilities of funders in holding PCA leadership accountable for performance in pursuit of excellence • Understand potential for “initiative overload” and quality improvement fatigue • Understand PCA performance metrics
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of quality-related programs in the PCA setting

G3. Support health center accreditation and Patient Centered Medical Home (PCMH) recognition by all health centers within the PCA’s relevant area

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Create, or identify and provide access for all health centers to, new approaches in practice transformation and achieving optimal accreditation and recognition • Enable development and maintenance of high level PCMH expertise within the PCA team, and ensure access to such expertise for all health centers • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Support and encourage all health centers to achieve and maintain the highest level of accreditation and PCMH recognition • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Promote Practice Transformation, the Patient Centered Medical Home (PCMH) care model, and the foundation of both in health center patient services throughout the state or region • Drive ever-increasing levels of PCMH certification across the state or region, through deployment and direction of knowledgeable PCA staff • Deploy and direct PCA staff with specific PCMH-related duties, including monitoring and communicating HRSA PCMH metrics • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Has general understanding of health center accreditation, PCMH recognition, and the primary organizations that provide them: <ul style="list-style-type: none"> o The Joint Commission (TJC) o Accreditation Association for Ambulatory Health Care (AAHC) o National Committee for Quality Assurance (NCQA) • Has broad general understanding of the impact of practice transformation and the PCMH care model on patient services and outcomes • Has broad general knowledge of health center quality infrastructure and its critical importance to PCMH recognition
1 - Learning	<ul style="list-style-type: none"> • Aware of the PCMH model and the significance of health center accreditation

H. Health Information Technology

The PCA CEO actively fosters use of all appropriate technologies (including EHRs, PMSs, and advanced HIT applications to optimize quality of care, operations, and reimbursement) by the PCA's member health centers.

H1. Promote and encourage optimal use of EHRs, PMSs, and advanced HIT applications to optimize quality of care, health center operations, and reimbursement in all health centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Direct and deploy PCA staff (working in collaboration with the HCCN, as appropriate) and resources in identification or creation of new and innovative approaches to applying technology for effective health center management of clinical and administrative functions • Direct and deploy PCA staff (working in collaboration with the HCCN, as appropriate) and resources in use of “big data” techniques to support health centers in optimal care quality and Population Health • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Direct and deploy PCA staff (working in collaboration with the HCCN, as appropriate) and resources in promoting and using advanced electronic Health Information Technology <ul style="list-style-type: none"> ◦ Health Information Exchanges (HIEs) ◦ Data warehouses • Lead PCA efforts to support appropriate use of EHRs in all health centers • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Direct and deploy PCA staff (working in collaboration with the HCCN, as appropriate) and resources to support health centers in selection of appropriate HIT/EHR vendors • Provide professional growth opportunities for PCA staff experts in HIT, consistent with support needs at the front lines of health centers • In concert with relevant HCCNs (as appropriate), support designated PCA staff in identifying and addressing patterns of operational issues and challenges regarding EHR systems in use by health centers throughout the state or region, including all necessary means to continuously safeguard PHI • Direct and deploy PCA resources to encourage and promote the use of online tools in all health centers • Lead or direct designated PCA staff in support of health centers use of technology to improve care and management functions • Demonstrate Basic behaviors

Level	Examples
2 - Basic	<ul style="list-style-type: none"> • Understand advanced technology concepts beyond EHRs (e.g., HIEs and data warehouses), and the roles of both PCAs and HCCNs in working with health centers throughout the state or region • Know advantages of, and issues regarding, health center selection, implementation, and ongoing operation of EHR products • Know fundamentals of cybersecurity measures to safeguard PHI • Know potential consumer applications enabling patients and families to access health and intervention information online
1 - Learning	<ul style="list-style-type: none"> • Aware of the need for, and uses of, Electronic Health Records (EHRs) in a health center environment, including the need for ongoing safeguarding of Protected Health Information (PHI) through appropriate cybersecurity measures • Aware of Health Information Exchanges (HIEs) and data warehouses • Aware of roles of both PCAs and HCCNs in supporting health center use of EHR and HIE • Aware of technology performance expectations on the part of key funders (e.g., state Medicaid agency, HRSA, DHHS)

I. Legal & Ethical Issues

PCA CEOs lead through personal integrity, respect for all, and clear commitment to excellence, and they ensure the same from all staff. A PCA CEO must also help ensure successful Risk Management awareness and action, as well as compliance with the Federal Tort Claims Act (FTCA) and all grant requirements, within both the PCA and its member centers.

11. Ensure successful Risk Management awareness and approaches by all health centers in the PCA's relevant area

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Direct and deploy PCA staff expertise in identifying promising practices for risk mitigation associated with provision of health center services • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Lead development of PCA staff expertise and resources in support of health center Risk Management planning and execution • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Ensure that designated PCA staff has necessary access to Risk Management information and resources across all critical components: <ul style="list-style-type: none"> o Quality Management o Safety o Clinical Management o Credentialing and Privileging o Patient Records o Patient Communications o Incident Reporting and Tracking • Engage legal resources with deep knowledge of health centers and Risk Management, and ensure availability of this resource for all health centers as needed • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand Risk Management principles and HRSA's specific Risk Management requirements
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of risk management and the avoidance of malpractice lawsuits in all health centers

I2. Ensure successful Risk Management awareness and approaches by PCA staff

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Contribute new ideas on mitigating PCA risk • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Lead ongoing modifications and improvements to the PCA's Risk Management Plan • Benchmark Risk Management performance against industry peers • Continuously monitor vendor security • Be vigilant for, and responsive to, new or emerging threats • Coach others on how to follow proper protocols with respect to critical components of the PCA's Risk Management Plan • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Ensure that PCA staff knows and successfully executes the PCA's Risk Management and/or Corporate Compliance Plan(s) consistently across all critical components, including: <ul style="list-style-type: none"> o Plan management and Board reporting o Safety o Cybersecurity o Incident reporting and tracking • Identify and appropriately work with available legal resources having deep knowledge of risk and the potential for vulnerability in association management • Access external expertise to develop and track security ratings and to identify points of leverage for improvement • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand Risk Management principles and HRSA's specific Risk Management requirements, and be familiar with PCA's own Risk Management Plan
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of reducing internal and external vulnerability through Risk Management

13. Promote and support awareness, understanding, and enrollment in the Federal Tort Claims Act (FTCA) program by all health centers within the PCA's area

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Lead and encourage PCA development of new or streamlined procedures for identifying FTCA issues and how they may impact each health center • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Direct and deploy PCA staff expert(s) who continuously remain current on FTCA mandates and guidelines, ensure health center understanding of and compliance with updated or modified regulations, and provide consultative services as needed • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Direct and deploy PCA resources to monitor and encourage all health centers with respect to requirements and timelines for FTCA deeming and re-deeming applications • Direct and deploy PCA staff and resources to provide state-wide FTCA compliance profiling, resources, and training for all health centers to ensure compliance with FTCA guidelines throughout the state • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamental regulations, requirements, and issues regarding the Federal Tort Claims Act and FTCA deeming • Know available resources (e.g., NACHC; Feldesman Tucker Leifer Fidell LLP (FTLF) legal firm; other recognized subject matter experts) for answering specific questions about FTCA and related issues
1 - Learning	<ul style="list-style-type: none"> • Aware of the Federally Supported Health Centers Assistance Act and Federal Tort Claims Act (FTCA), and how the impunity they provide limits risk and liability of health centers

14. Demonstrate commitment to the highest standards of ethical responsibility

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Demonstrate highest standards of ethical responsibility • Create ethical dilemma scenarios and simulations for PCA training purposes at both staff and board levels • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Actively lead PCA efforts to meet the highest ethical standards • Guide staff and board in how to address ethical dilemmas • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Consistently and frequently communicate the PCA's ethical standards to the staff • Consistently model the ethical behaviors advocated • Consistently model the courage needed to take ethical stands on complex issues • Provide a welcoming culture and open avenues for discussion of ethical issues for staff and board • Offer ethics-related training and support for health centers • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand governmental channels and critical dynamics regarding ethically related considerations (e.g., right-to-life and end-of-life issues, HIV/AIDS services, etc.)
1 - Learning	<ul style="list-style-type: none"> • Aware of the importance of maintaining high ethical standards, both personally and among the staff and board

15. Ensure PCA expertise regarding all health center grant requirements and HRSA’s compliance manual, and support full compliance by all centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Generally seen as an expert on HRSA and other grant funder requirements related to health centers • Perceive and/or anticipate trends and emerging developments in accountability to grants-making organizations, including HRSA, and inform target audiences through creation of written materials and delivery of public addresses • Whenever possible, participate in groups and meetings charged with developing new or modified grant funder requirements • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Deploy and direct PCA staff to ensure current understanding of all grant funders’ requirements, and ensure availability of all needed information to all health centers • Mentor PCA staff regarding HRSA and other health center grant funder requirements • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead PCA board and staff in understanding the PCA role in supporting health center compliance with HRSA requirements • Lead board and staff in understanding all requirements of other health center grant funders, and the PCA’s role in supporting compliance • Identify, or direct and deploy health center resources to identify, compliance-related resources, and ensure that all health center leaders have access to such resources • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Has reviewed and comprehends entire HRSA Health Center Program Compliance Manual • Know requirements of other health center grant funders relevant to the state or region, as appropriate
1 - Learning	<ul style="list-style-type: none"> • Aware of the need for health center compliance with requirements of all grant funders (including HRSA), but less than fully knowledgeable about those requirements

16. Ensure PCA compliance with all grant requirements

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Generally seen as an expert on HRSA and other grant funder requirements related to PCAs • Whenever possible, participate in groups and meetings charged with developing new or modified funder requirements (e.g., NACHC work groups) • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Mentor PCA staff regarding HRSA and other PCA grant funder requirements, including keeping abreast of ongoing changes in those requirements • Coach PCA board and staff in understanding emerging ideas and trends regarding PCA grant funding • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead PCA board and staff in ensuring understanding of, and compliance with, all HRSA requirements • Lead PCA board and staff in ensuring understanding of, and compliance with, all requirements of other PCA funders • Know, and appropriately reference, compliance-related resources from other PCAs and NACHC • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know specifics of current HRSA funding agreement with the PCA • Know requirements of other PCA funders
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to comply with requirements of all PCA funders (including HRSA), but less than fully knowledgeable about those requirements

J. Advocacy

A PCA CEO must develop and maintain strong relationships with professional colleagues, donors, media representatives, and more. Transparency and coalition building are critical, as is regular communication with direct stakeholders and the public. A successful PCA CEO maintains awareness of all advocacy rules related to federal fund sources, and guides staff, board, and the PCA's member health centers in taking an active role in community mobilization for health.

J1. Within legal limits, continuously advocate for all health centers and their community role with appropriate external entities

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify or create new approaches to educating and advocating on behalf of all health centers • Create and cultivate coalitions to support health center advocacy at state, regional, and/or national levels • Create and maintain a PCA culture of advocacy at all levels of the organization • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Direct and deploy PCA resources to build positive relationships with all key stakeholders in supporting achievement of the national Quadruple Aim • Engender development of PCA staff expertise for effective community health advocacy • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Coordinate and conduct legislative visits, as appropriate and allowed, with local, state, and federal policy makers to educate them on the role and importance of health centers (in coordination with health center leaders and NACHC, as appropriate) • Promote local awareness of health centers as a vital community resource and economic driver • Successfully guide PCA advocacy efforts while maintaining the association’s legal nonprofit status. • Lead PCA outreach efforts to promote community awareness of health centers and the services they provide • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand the roles of state and federal policy makers and the implications of their decisions for community health centers and health center patients (both financially and from a regulatory perspective) • Know legal parameters on what is and is <i>not</i> allowable regarding use of grant funds and “other” fund sources for advocacy
1 - Learning	<ul style="list-style-type: none"> • Aware of the need to build relationships with stakeholders that help enable and foster a positive and productive community health center presence throughout the state or region

J2. Guide and support health centers, PCA staff, and board in learning about, and taking an active role in, community mobilization for health

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Direct and deploy PCA resources to identify or create new and innovative approaches for mobilizing health services in communities and throughout the state • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Advocate for ongoing clinical excellence among all health centers and in collaboration with other health care organizations • Understand and meet HRSA’s needs and expectations re: the respective roles of health centers and the PCA in local emergency response • Guide the PCA’s participation as needed in emergency community response <ul style="list-style-type: none"> o Designation as “essential personnel” in local emergency response plans o Participation in table-top drills of local emergency response teams • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead all PCA staff in understanding the health center “value equation” (improved care and reduced costs) • Support health centers in leading local community mobilization activities as appropriate • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand and can explain the health center “value equation” (improved care and reduced costs)
1 - Learning	<ul style="list-style-type: none"> • Aware of the role of all health centers in providing health care services to under-served populations in the community

K. Resilience & Joy in Work

PCA CEOs must successfully navigate change within the PCA, and they must provide support to staff in times of new initiatives and care models. In addition, PCA CEOs must successfully promote true joy in work, both personally and for the staff, in part by leveraging Emotional Intelligence theory.

K1. Successfully foster timely change as new initiatives and care models are addressed, and provide related support for Primary Care Association staff

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Generally seen as an expert, both internally and with related external parties, in effectively dealing with stressors resulting from environmental or organizational change • Identify or create and apply Change Management approaches that minimize the stress associated with constant change • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Communicate genuine empathy to PCA board and staff regarding responses to significant change • Coach PCA board and staff members in successfully overcoming negative responses to significant change • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Employ self-awareness and Change Management theory in positively managing own responses to significant health care and organizational change • Employ Change Management theory in positively managing PCA board and staff responses to significant changes in health care and the health center organization • Engender deep understanding and professional growth among all members of the PCA staff in welcoming and navigating significant change • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know Change Management theory • Understand responses to change by self and others
1 - Learning	<ul style="list-style-type: none"> • Have some awareness of responses to change by self and others

K2. Effectively promote joy in work, both personally and for the Primary Care Association staff

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Identify or create and deploy innovative ways to permanently minimize both personal/relational and organizational/technical causes and effects of lack of joy in work • Create a work environment that enables the fostering of joy in performing required work activities • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach staff in ability to identify specific instances of lack of joy in work • Coach staff in ways to modify and minimize personal and relational causes and effects of lack of joy in work • Instruct staff on ways to modify and minimize organizational and technical causes and effects of lack of joy in work • Seen as mentor to staff and others in successful promotion of ongoing joy in work and resilience • Guide staff in knowing how to promote joy in work • Coach staff in stress tolerance and resilience skills • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Able to identify symptoms of lack of joy in work, and lack of resilience, in both self and staff • Can successfully intervene in instances of lack of joy in work • Guide staff in learning specifics of personal and relational causes and effects of lack of joy in work • Guide staff in learning specifics of organizational and technical causes and effects of lack joy in work • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand fundamental principles of stress tolerance and resilience • Know personal and relational causes and effects of lack of joy in work • Know organizational and technical causes and effects of lack of joy in work
1 - Learning	<ul style="list-style-type: none"> • Aware that lack of joy in work is a potentially serious organizational problem, but not knowledgeable about its causes, effects, or how to prevent and address it

K3. Demonstrate ability to leverage Emotional Intelligence theory for the benefit of self and PCA staff

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Perceived internally and externally as expert in routine application of Emotional Intelligence • Serve as an expert resource regarding Emotional Intelligence for related external parties (individuals and groups) • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach PCA staff in effective use of Emotional Intelligence, for the benefit of themselves and the organization • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Apply Emotional Intelligence theory in work with PCA board and staff • Successfully employ social awareness, positive relationship management, and empathy • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know Emotional Intelligence theory • Able to apply Emotional Intelligence theory to self through self-awareness and self-management
1 - Learning	<ul style="list-style-type: none"> • Aware of the concept of Emotional Intelligence, but lack significant knowledge of it

L. Leadership

“Leadership” focuses all other Domains. As the public face of the Primary Care Association, the CEO is seen by all stakeholders as the visible embodiment of the entity. The PCA CEO must successfully articulate the mission/vision/values, change principles, needs, and overarching strategy of the organization. PCA CEOs also foster positive board partnership, accountability, and a sense of complementary roles with interlocking responsibilities. Finally, PCA CEOs have ultimate responsibility for their Associations, but they are not responsible for *doing* all necessary tasks; rather, they delegate appropriately.

L1. Provide systems-related leadership and vision to support broad understanding and adoption of successful methods by all health centers

Level	Examples
5 - Expert	<ul style="list-style-type: none"> Consistently provide insight to all health centers (and more broadly, to state, regional, and national leadership) into successful health center services Articulate a sound vision for evolution of health centers through understanding and adoption of new approaches to care management and delivery, and help target audiences understand and pursue that vision Demonstrates Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> Lead PCA board, health center leaders, and PCA staff in successful pursuit of collaborative, multi-health center adoption of successful methods Demonstrates Applied behaviors
3 - Applied	<ul style="list-style-type: none"> Through broad surveillance and monitoring, identify new concepts and approaches (e.g., <i>The Ten Building Blocks of High-Performing Primary Care</i>, by Bodenheimer, et. al.) to community health care management and delivery Monitor health center outcomes and results through knowledge of current methods in use throughout the state Collaborate with PCA board and staff in voicing vision of the future Deploy and direct PCA staff and resources to provide training and education in successful current methods for all health centers Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> Understand successful methods in use by health centers across the nation Know barriers to success, methods for change, and ways to implement new methods and approaches
1 - Learning	<ul style="list-style-type: none"> Aware of the need for broad understanding and adoption of successful methods by all health centers

L2. Create and model a positive, collaborative, and fear-free organizational culture

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Continually model transparency, open communication, and genuine collaboration • Continually model a leadership style that eliminates fear in the workplace • Serve as leadership speaker and writer • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Guide PCA staff in maintaining positive and truly collaborative relationships in daily work • Mentor others, internally and externally, in development of a positive and collaborative culture • Provide coaching support for PCA staff at all levels in techniques to drive out fear in organizational transactions and decision-making • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Successfully encourage and promote strongly collaborative relationships among all PCA board and staff members • Succeed in ensuring transparency and driving out fear from ongoing organizational transactions and decision-making • Assure that the PCA has a whistleblower policy that is widely understood and institutionalized • Model personal courage as an essential building block of genuinely collaborative, fear-free relationships and resulting organizational decisions • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand how to develop and maintain a truly positive and collaborative culture within the PCA • Know how to implement a fear-free culture
1 - Learning	<ul style="list-style-type: none"> • Aware of the need for a collaborative and fear-free organizational culture

L3. As board-supervised authorizing official for the PCA, exercise positive stewardship with all stakeholders

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Find innovative ways to continuously enhance CEO and PCA relationships with all major stakeholders • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Keep all stakeholders informed of activities impacting them, and of the strong relationships of the PCA and its CEO with other stakeholders • Serve as a key voice for the PCA mission, values, and vision of the future • Coach PCA board and staff on how to continuously foster strong, positive relationships with one another and with external stakeholders • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Successfully develop and continuously maintain strong and positive relationships with all major internal and external PCA stakeholders • Execute tasks generally required of the authorized business official for the association <ul style="list-style-type: none"> ◦ Signatory for internal and external documents ◦ External “face” of the organization ◦ Designated association negotiator ◦ Point of contact for internal and external stakeholders • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Fully understand methods and techniques for creating and maintaining mutually supportive relationships with all major stakeholders
1 - Learning	<ul style="list-style-type: none"> • Know the need for strong relationships with internal and external parties at multiple levels, but unsure how to accomplish this

L4. Support and facilitate excellence in PCA governance, in collaboration with the PCA’s board of directors

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Respected as recognized expert in nonprofit governance • Serve as speaker on PCA or association governance in state, regional, or national meetings, including NACHC • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Identify and/or assist board leadership in identifying unmet board needs, and in meeting such needs • Provide counsel to board regarding new or emerging issues in nonprofit or PCA governance, and present possible alternatives for a path forward • Serve as coach regarding governance issues to less experienced peers • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • In collaboration with board leadership and designated PCA support staff, ensure successful routines in PCA governance • Performs all duties as a direct board report to ensure transparency; provision of regular, accurate, and comprehensible financial and performance reports; and support of routine board responsibilities (e.g., strategic planning, governance self-evaluation and training, etc.) • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Understand the basic principles of governance in the nonprofit sector • Understand special qualities and challenges in PCA governance
1 - Learning	<ul style="list-style-type: none"> • Aware of the need for sound governance in the nonprofit sector, and of role of the CEO in supporting the pursuit of excellence in governance

L5. Motivate staff and board to adopt and actively pursue an ongoing transformational mindset

Level	Examples
5 - Expert	<ul style="list-style-type: none"> Continuously pursue opportunities for “creative disruption” for the long-term benefit of the PCA, its customers, and the staff Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> Motivate PCA board and staff to sustain successful organizational change Guide PCA board and staff in maintaining positive changes and results Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> Lead PCA successfully through needed transformational change Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> Know issues and dynamics involved in successful organizational transformation Understand forces and demands for change, why funders and stakeholders expect transformational change in all PCAs Understand organizational transformation theory
1 - Learning	<ul style="list-style-type: none"> Aware of the need for organizational transformation in the current health care environment

L6. Generate mutually beneficial partnerships and collaborations with other entities sharing common organizational objectives

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Serve as expert advisor on PCA partnerships and coalitions • Continuously seek out new and innovative organizational relationships that benefit both the PCA and its partners • Provide white papers or public addresses on PCA collaborative activities to peers and other community health leaders • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Model PCA partnership and coalition building and leadership within the state • Mentor PCA board and staff to build understanding and broad support for PCA partnership and coalition activities • Successfully achieve PCA objectives through collaboration with other leaders in the state or region • Direct and deploy PCA staff as representatives of the PCA and community health centers in functioning coalitions and partnerships • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Lead the PCA in creating and successfully implementing new partnerships and collaborations for the benefit of all involved organizations • Actively and successfully sustain existing partnerships and collaborations • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Has knowledge of successful examples of relationships among peer organizations and other entities with common organizational objectives • Know practices and challenges in partnership- and coalition-building activities • Know how to create new beneficial partnerships and/or coalitions
1 - Learning	<ul style="list-style-type: none"> • Aware that the Primary Care Association may establish mutually beneficial partnerships and collaborations with other entities, but has no direct experience in building or working within such activities

L7. Constantly demonstrate respect for all staff, board members, and other stakeholders

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Continuously model and publicly advocate unconditional respect for all • Create an environment in which treating people with respect is recognized as a critical component of the PCA's value system • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach PCA board and staff in the need for deep respect and trust in relationships with all stakeholders • Motivate PCA board and staff to create and maintain deeply respectful relationships • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Successfully create strong and consistently diplomatic relationships based on unconditional respect for others • Through a stance of genuine respect, generate ongoing trust in relationships • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know how to generate trust and respect in relationships with internal and external stakeholders
1 - Learning	<ul style="list-style-type: none"> • Aware of the leadership mandate to develop overtly respectful relationships with all stakeholders

L8. Inspire and motivate all board and staff members – regardless of background or demographics – to pursue ongoing excellence in furtherance of the PCA’s mission

Level	Examples
5 - Expert	<ul style="list-style-type: none"> • Generally perceived both internally and externally as a truly inspirational and motivational leader • Explore the potential for the PCA to have non-health center Board members • Explore the potential for the PCA to encourage membership by organizations other than solely health centers • Has deep understanding of excellence, and effortlessly applies techniques that unify all involved parties in the pursuit of it • Continuously seek creative and innovative ways to inspire and motivate others • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Coach others on how to inspire and motivate • Guide others in how to pursue true excellence • Use recognized personality assessment tools and leadership style assessments to foster leadership development and effectiveness • Continually seek personal growth opportunities to enhance CEO role • Work positively with a diverse workforce, promoting mutual understanding while mitigating differences • Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> • Consider the inspiration of staff to be a critical job component • Assure initial and ongoing on-boarding for all PCA Board Members • Continuously motivate board and staff to achieve individual and organizational excellence • Demonstrate Basic behaviors
2 - Basic	<ul style="list-style-type: none"> • Know basic Leadership principles and styles • Describe how Leadership differs from Management • Can describe what “inspiration and motivation” entail • Know what “excellence” involves
1 - Learning	<ul style="list-style-type: none"> • Aware of necessity for a leader to inspire and motivate

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