

WHO WE ARE

Goodwin & Company has a reputation for sensitive and insightful executive-level search and has been recognized by *Association Management* magazine as one of the leading firms in Washington. The lead person for Goodwin & Company is its President, Tom Goodwin, who has over 20 years of experience conducting executive searches for not-for-profit organizations.

Edward Martin & Associates is a consulting firm to the health care industry and health care information management and technology companies. The lead person for Martin & Associates is Dick Bohrer, who has over 30 years of experience working with health centers, having recently retired from the U.S. Public Health Service as Director of the Community Health Center Program.

COMMITMENT TO THE CLIENT

Our commitment to health centers involves providing the best possible selection of candidates. Each search is tailored to the special circumstances and needs of the individual health center, and we ensure that the candidates possess the professional experience and personal attributes the client desires. By taking a personal approach to each search, we gain an essential understanding of the health center's needs, enabling us to better assess the candidate's qualifications. Personal and professional respect are qualities we value, and they are evident in all of our interactions with both clients and candidates.

COMMITMENT TO DIVERSITY

The partnership is committed to diversity in every aspect of its work. Goodwin & Company is known for making a conscientious effort to build diverse pools of candidates by identifying qualified minorities and women. As a result, the company has established a substantial network of women and minorities at the senior levels of government, not-for-profit organizations, quasi-public agencies, and corporations.

COMMITMENT TO SUCCESS

Our commitment to the client is not fulfilled until the search has been completed and a new person is hired and on board. If agreement is not reached with the candidate of choice, the search continues until the client is satisfied. We make every effort to have more than one candidate in the pool who satisfies the client's requirements; in fact, we go further. In our letter of agreement, we promise that if anyone we recommend is terminated or leaves the position within a year, the search will be conducted again at no additional cost to the client.

CONTACT INFORMATION

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HEALTH CENTER EXECUTIVE SEARCH PARTNERSHIP

A Collaboration of the National Association
of Community Health Centers (NACHC),
Goodwin & Company, and
Edward Martin & Associates

WHY IS AN EXECUTIVE SEARCH PARTNERSHIP NEEDED?

The past few years have been a time of unprecedented growth for health centers, and the immediate future suggests more of the same. Along with the opportunity to expand and grow health centers come significant challenges—not the least of which are the human resources needed to sustain and support them. Numerous NACHC-sponsored meetings and studies have looked at the human resource challenges and concluded that the availability of highly qualified senior managers is essential if health centers are to continue to be successful. Up to this point, no firm doing business in this area has focused enough on the health center market to develop the special knowledge and experience needed.

WHAT IS THE EXECUTIVE SEARCH PARTNERSHIP?

The Executive Search Partnership is an agreement among the National Association of Community Health Centers (NACHC), Goodwin & Company, and Edward Martin & Associates to create an executive search product focused solely on health centers. This agreement combines an intimate knowledge of health centers with extensive executive search experience. For the first time, health centers will have the option to engage a search firm with an in-depth knowledge and appreciation of what it takes to fill a senior management position at such facilities.

SEARCH OVERVIEW

Phase I: Building Organizational Consensus

Through meetings with staff, board members, and others, we learn about the client organization—its culture, its values, and its expectations for the new hire. We work to ascertain the health center's vision of the future and its short- and long-term goals in order to find the person to best meet those objectives.

Based on this information, we develop a position description that includes a discussion of our understanding of the background and current situation, goals and responsibilities, and personal and professional characteristics of the ideal candidate, as well as other information needed to attract excellent prospects.

Phase II: Outreach to Perspective Candidates

We conduct systematic outreach to individuals and organizations in order to identify candidates who meet your requirements. Among those we would contact are leaders in organizations with compatible interests—including universities, medical centers, and other health care organizations—specifically identifying individuals with the strong experience and commitment you desire. Our outreach and networking should result in an extensive pool of prospective candidates.

Phase III: Screening Candidates

We conduct in-depth, personal interviews with those prospects we agree are most promising. These interviews enable us to develop a good understanding of candidates' strengths and weaknesses and to

make preliminary assessments of the fit of the candidate with the health center, as well as whether the specific role is a good match.

Approximately ten weeks after beginning the search, we will meet with the client to report on the results of the preliminary interviews and make recommendations. We advise and work with the client's decision makers to develop a plan for interviews with the best candidates.

Phase IV: Closing the Search

The final choice is the client's. We help the client make a well-informed decision by providing the necessary information on the candidates (thorough reference checks, background verifications, etc.) in terms of the context of the job and its requirements. We also assist in developing and presenting the compensation package to the preferred candidate and bringing any negotiations to a close.

