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# Community Health Center University (CHCU)

## PREPARING FUTURE LEADERS: FOSTERING DEVELOPMENT AND PROFESSIONAL GROWTH FOR EMERGING LEADERS IN THE HEALTHCARE SECTOR

Virginia Community Healthcare Association (VCHA) is pleased to host the Community Health Center University (CHCU) Leadership Program, in partnership with the University of Richmond.

The program targets emerging leaders from Community Health Centers (CHCs) and lookalike centers. Participants gain experience through a curriculum that includes in-person seminars and practical activities. The program offers learning experiences, resources, and support to develop and strengthen leadership skills for emerging leaders. The CHCU Leadership program consists of learning sessions and one-to-one leadership coaching from expert coaches throughout the year. The program cultivates leadership skills in healthcare professionals, helping organizations with growth, succession planning, and overall leadership development. In addition, participants expand their networks to peers with whom they can connect and talk through specific assignments and needs.

Each year, 20 individuals will be selected to participate in the program and a one-year commitment is required<sup>i</sup>. This commitment includes:

- Attendance in 10 one-to-one coaching sessions.<sup>ii</sup>
- Attendance in all learning sessions.<sup>iii</sup>
- Completion of a capstone project.
- April check-in call with VCHA CHCU Director
- Video introduction of the participants

## Classroom Sessions

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**Monthly sessions are held in person on the campus of the University of Richmond.**

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<sup>i</sup> Emergencies (illness, death, etc.) will be reviewed by the program director and excused when applicable.

<sup>ii</sup> All coaching sessions must be attended. If a need arises to cancel/reschedule, 24-hour notice is required to be provided to your coach, and it will be the participant's responsibility to reach out and reschedule. Completion of the program is dependent on 10 sessions of one-to-one coaching.

<sup>iii</sup> Learning sessions are mandatory. All participants must attend all sessions. Completion of the program is dependent on attendance.



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Participants gain valuable leadership insights that are specifically relevant to Federally Qualified Health Centers (FQHCs). Completion of 10 modules, 10 coaching sessions, and a capstone project, earns students a University of Richmond Certificate, 8 CEUs, and a University of Richmond digital badge.<sup>iv</sup>

## Orientation and Reception

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*This orientation is delivered in person on the University of Richmond Campus*  
January 2026

### OBJECTIVES:

- Introduction to the program.
- Setting up expectations for the year.
- Social reception and networking.

## Module 1: Leading Change

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*This session is delivered in person at the University of Richmond Campus*  
January 2026  
Instructor: Jess Flanigan

### OBJECTIVES:

- Learn to lead from any position
- Making the transition to leadership
- Learning to communicate effectively in the context of disagreement (conflict)
- Learning to use authority ethically in a way that considers all stakeholders
- Apply leadership principles to relevant case studies.

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<sup>iv</sup> Certificate and digital badge are co-branded VCHA and UR.



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## Module 2: Challenges to FQHCs

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*This session is delivered in person at the University of Richmond Campus*

February 2026

Instructor: Angela Taylor

### OBJECTIVES:

- Discuss the reality of leading in an FQHC.
- Policy issues impacting FQHCs (340B, for example).
- The impact from outside influences that affect FQHCs.
- Navigating the complex challenges faced by FQHCs.
  - Financial instability.
  - Workforce shortages.
  - Healthcare access barriers.
  - Integrating health information technology.
  - The complexity of the policy and regulatory landscape affecting FQHCs.
  - Fundraising.

## Module 3: Strategic Thinking and Planning

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*This session is delivered in person at the University of Richmond Campus*

March 2026

Instructor: Cindy Watts

### OBJECTIVES:

- Understand the strategic thinking perspective.
- Understand its importance to your organization.
- Have a general model for creating a strategic plan.
- Have a set of resources to help you with a deeper dive.
- Considerations to strategic planning – road bumps, detours, and traffic jams.
- Outside influences.



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## Module 4: Program Evaluation

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*This session is delivered in person at the University of Richmond Campus*

April 2026

Instructor: Trina Willard

### OBJECTIVES:

- Understand basic evaluation concepts.
- Develop practical evaluation skills.
- Use accessible research methods.
- Evaluate FQHC program impact.
- Communicate results effectively.
- Understand ethical considerations.
- Support program improvement.

## Module 5: Introduction to Health Care Regulation & Compliance and Legal & Ethical Decision-Making

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*This session is delivered in person at the University of Richmond Campus*

May 2026

Instructor: Rachel Suddarth

### OBJECTIVES:

- Understand the HR and Legal perspectives in FQHC settings.
- Discuss ethical issues and work through practice scenarios.
- Understand legal compliance.



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## Module 6: Trauma Informed Care and Resilience

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*This session is delivered in person at the University of Richmond Campus*

June 2026

Instructor: John Richardson-Lauve

### OBJECTIVES:

- Understand Trauma Informed Care (TIC) and why it is important.
- Learn how to work within a TIC Framework, in a HC system, post-COVID.
- Identify and understand resilience.
- Identify and understand the importance of Adverse Childhood Experiences (ACEs) and how they affect individuals, families, health, and food security.
- Through personal stories, identify resilience and how it can be applied.

## Module 7: Planning & Budgeting

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*This session is delivered in person at the University of Richmond Campus in two parts: Part 1 will be held on Thursday afternoon from 1pm – 5pm; Part 2 will be held on Friday morning from 9am – 1pm.*

July 2026

Instructors: Nathan Carrol (Thursday) & Saleema Karim (Friday)

### OBJECTIVES:

- Learn how to plan and budget within an FQHC environment.
- How to budget at every level of leadership.
- Understand financial models in FQHC.



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## Module 8: From Data to Action: Leveraging Data for Decision Making

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*This session is delivered in person at the University of Richmond Campus*

August 2026

Instructor: Jim Morrison

### OBJECTIVES:

- Learn how to find, retrieve, and apply valid data.
- Learn how to use data and metrics to guide decision-making.
- Learn how to apply metrics in daily and overall decision making.
- Understand when data impacts your system negatively and how to address/manage those situations.
- Understand the evolving role of AI and Data

## Module 9: Communications

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*This session is delivered in person at the University of Richmond Campus*

September 2026

Instructors: Sam Bruce & Sunni Brown

### OBJECTIVES:

- Learn how to have different types of difficult conversations.
- Identify and understand effective advocacy.
- Learn how to tailor presentations to differing audiences.
- Learn basic guidelines for talking to the press.
- Negotiating skills.
- Navigating social media.
- Select participants will participate in on-camera interviews and receive peer and faculty feedback.



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## Module 10: Dealing with Disruption

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*This session is delivered in person at the University of Richmond Campus*

October 2026

Instructor: Mary Lynn Lunn

### OBJECTIVES:

- Identify the role of CHC's – Proximity, voice, education, access, care, channel to specialized care, overflow from other providers (Mental Health, SUDs, post-ED care.)
- Understand how to work with the constant disruption of staffing issues, financial stress, and the ever-changing, diverse needs of differing populations.
- Understand a range of disruptions – pandemic, mass casualty events, mental health crisis, etc.
- Understand universal needs.
- Create a toolkit/practice model for dealing with disruption, including leadership skills, observational skills, nimbleness, infrastructure, communication, enhanced FQHC equity, community relationships, financial systems, and payment models.
- Understand positive disruption.

## Module 11: Future of Healthcare

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*This session is delivered in person at the University of Richmond Campus*

November 2026

Instructor: Rick Mayes

### OBJECTIVES:

- Understand issues in FQHC, including Cost Control, "Big Med" and the consequences of integration, consolidation, and private equity in FQHC, as well as ways to lead change with this knowledge.
- Collective bargaining and strikes among FQHC workers.
- Discover how CHC's creatively engage their frontline clinicians to improve performance, morale, and retention.
- The importance of value-based care.

## Capstone Presentation and Certificate Ceremony

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*There will be a celebratory dinner on Thursday evening (location TBD but near U of R) with presentations and the certificate ceremony to be held on Friday on the University of Richmond campus.*

December 2026