



Chief Executive Officer

Leadership Profile | October 2026

Championing the communities that local health plans serve and the future of Medi-Cal.



A Message from the Board Chair

Local health plans were built on a simple idea: Medi-Cal works best when it is rooted in, and accountable to, the communities it serves. For nearly 30 years, LHPC has carried that idea forward, helping ensure that local health plans have a strong voice in shaping policy and improving the health and well-being of the millions of Californians who rely on Medi-Cal. Our plans, our communities, and the members we serve are stronger because of that commitment.

As we tackle the unique challenges facing Medi-Cal access and delivery in California today, we are seeking a leader who shares that commitment and sense of purpose. This is a critical moment for our state and for the future of community-based health care. Opportunities to improve health outcomes are growing, expectations are evolving, and the need for strong, collaborative leadership has never been greater.

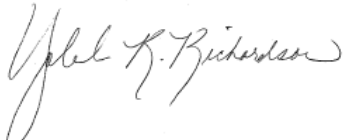
We are looking for someone who cares deeply about the people local health plans serve and recognizes the essential role community-based plans play in expanding access to care, advancing health equity, and improving the health of the communities they call home. We need a leader who will stand up for our communities, build strong relationships with policymakers and stakeholders, and bring together diverse perspectives to strengthen Medi-Cal for the future.

This positive impact on the Medi-Cal program will require a leader that can build and direct coalitions, develop collaborations with aligned partners, and advance key policy agendas.

The next CEO of LHPC must be both a strategic advocate and a trusted partner. We need a leader with the courage to advocate boldly, the credibility to earn trust in every room, and the skill to unite 17 plans behind a single, powerful voice. Most importantly, we seek someone who is inspired by the opportunity to make a meaningful difference in the lives of Californians and help ensure that local health plans continue to be a driving force for innovation, access, and community health.

We invite you to help lead the next chapter of LHPC.

Sincerely,



Yolanda R. Richardson

Incoming Chair, LHPC Board of Directors
CEO, San Francisco Health Plan

The Opportunity

Medi-Cal is one of California's most important public commitments, and local health plans are at its heart. Rooted in the communities they serve, local plans connect millions of Californians to care, build provider networks where they are needed most and invest in the health of their neighbors. As health care evolves in California and across the country, those communities need steady, trusted leadership and a strong, unified voice operating on their behalf.

Local Health Plans of California (LHPC) seeks a visionary, relationship-driven Chief Executive Officer to lead the association through one of the most consequential periods in Medi-Cal's history. The next CEO will represent California's 17 local health plans, which together serve 70% of Medi-Cal managed care members. This leader will champion the people and communities local plans serve, strengthen relationships with policymakers and partners, and help shape a Medi-Cal program that works for all Californians.

A pivotal moment

Federal and state decisions on Medicaid financing and coverage, continuing pressure on Medi-Cal funding and a new state administration in 2027 will define the environment local plans operate in for years to come. The next CEO will be both a defender of what local plans have built and an architect of what comes next.

The next CEO will build on a solid foundation. LHPC has a respected policy team, an engaged board of member plan leaders and a record of results, including:

- **CalAIM.** Helping shape and implement CalAIM to provide services that address social drivers of health.
- **Proposition 35.** Working to pass Proposition 35, which makes the Managed Care Organization tax permanent and requires revenues to fund Medi-Cal services.
- **Safety net partnerships.** Building stronger partnerships with safety net providers to strengthen the entire system.

The board seeks a leader who will carry that work forward with energy and vision: someone visible, collaborative, and grounded in both Medi-Cal and California's policy landscape, and unafraid to take a clear position on behalf of local plans and their members.

California will welcome new state leadership in 2027, creating a natural opportunity for the next CEO to build relationships and partnerships on behalf of local plans and the communities they serve. The CEO must bring together plans that differ in size, geography, and local circumstances, and translate their shared mission into a clear, consistent, and persuasive agenda. Telling the story and needs of every member plan, and the communities behind them, clearly, credibly, and persuasively will be central to LHPC's success.

About Local Health Plans of California

Local Health Plans of California (LHPC) is the statewide association representing California's 17 local health plans. Our member plans are community-based, not-for-profits that serve Medi-Cal members in 51 of the state's 58 counties. Local plans are created by and accountable to the communities they serve, and they reinvest in those communities.

17 local health plans	9M Medi-Cal members	70% of Medi-Cal managed care	51 of 58 California counties
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LHPC represents local plans and the health of communities served through policy development, advocacy, analysis, collaboration, and education. The association works with the Legislature, the Governor's office, the Department of Health Care Services (DHCS), the Department of Managed Health Care (DMHC), and safety net partners to strengthen Medi-Cal and protect the care millions of Californians depend on.

Investing in community health

Local plans do more than pay claims. They build provider networks in communities often overlooked and reinvest net income and reserves in local priorities, including:

- Food access and nutrition
- Housing stability
- Workforce development
- Community health and well-being

Learn more at lhpc.org.

Position Summary

The Chief Executive Officer works with the LHPC Board of Directors and the Board Chair to develop, articulate, share and advocate for state and federal legislative, regulatory and policy positions for local health plans. The CEO works with the board to create LHPC's vision and mission and leads the development of the association's overall strategy and objectives in support of that vision, mission, and priorities.

The CEO leads the organization, including oversight of LHPC's day-to-day operations: managing executives, staff, and consultants; financial performance; and setting and monitoring progress toward strategic and operational goals. The CEO serves as LHPC's chief advocate, strategist, convener, and public spokesperson.

Reporting relationships

The CEO reports to the LHPC Board of Directors and works in close partnership with the Board Chair. Direct reports to the CEO include:

- LHPC Institute Executive Director
- Director of Government Affairs, CalAIM & MLTSS
- Director of Government Affairs, Quality & Behavioral Health
- Director of Operations

Responsibilities

The successful CEO will:

Lead advocacy and policy

- Work with the board, staff and contractors to articulate, draft, and manage lobbying activities for LHPC's legislative, regulatory and policy positions at the state and federal levels, including meetings with key individuals and entities and public testimony as needed.
- Analyze legislative and regulatory proposals to determine their effect on local health plans, and develop positions that are attainable, feasible and aligned with LHPC's priorities.
- Serve as a lead advocate and negotiator on behalf of local plans, and as a top-level spokesperson with policymakers, regulators, and the media.

Convene and serve members

- Convene local health plan CEOs to develop advocacy positions on specific issues that advance LHPC's priorities and bring members with differing needs to a unified position.
- Work with plan management and staff to articulate policy positions and provide expert information and feedback to state agencies, legislative staff, and others.
- Cultivate a learning environment among member plans by sharing best practices through educational meetings and conferences and coordinate joint efforts among plans in operational areas.
- Ensure that members see clear and growing value in LHPC.

Build partnerships and represent LHPC

- Collaborate with other industry associations and advocacy organizations to assess areas of mutual interest and potential conflict.
- Foster strong relationships with state regulatory agencies, legislative staff, safety net providers, industry associations, and advocates.
- Represent LHPC in strategic activities at the local, county, state, and national levels, with an emphasis on state policy objectives, including close work with DHCS and DMHC leadership and external speaking engagements that support LHPC's agenda.

Govern with the board

- Keep the board fully informed on the conditions and operations of the association and the factors influencing them.
- Hold and facilitate LHPC board meetings, including agenda development, and support board committees as needed.
- Translate board policy decisions into actionable strategies and ensure annual work plans reflect members' needs.

Lead the organization

- Provide clear direction and specific goals for LHPC staff in support of the association's strategic objectives.
- Recruit, develop and motivate a high-performing team, maintain a sound organizational structure, and build a positive, accountable, team-oriented culture.
- Be responsible for the overall fiscal health of LHPC: develop, recommend and, upon board approval, operate within an annual budget, and safeguard the association's funds and assets.
- Ensure that policies, plans, programs, and budgets are effectively implemented.

Goals and Objectives

The following goals and objectives have been identified as priorities for the next CEO:

Be the unified, trusted voice of local health plans

Elevate LHPC as the leading voice for community-based Medi-Cal plans by building consensus, establishing a clear statewide policy agenda, and strengthening the visibility and influence of local plans with policymakers, regulators, partners, and the media. Navigate differences among member plans transparently and constructively, balancing distinct priorities while building consensus around shared interests. Represent Sacramento and Washington with courage, tact, and political judgment.

Protect and strengthen Medi-Cal financing

Lead LHPC's efforts to protect and secure sustainable funding for Medi-Cal, including the full and faithful implementation of Proposition 35 so that MCO tax revenues are used to fund Medi-Cal services as the voters intended. Help members understand and respond to financing and policy changes that affect plans of varied sizes and in different regions.

Build strong relationships with the new administration and Legislature

Establish credibility early with state leaders taking office in 2027, as well as with DHCS, DMHC, legislative staff, key advisors, and the Governor's office. Develop deep, bipartisan relationships that position LHPC as an indispensable, trusted resource on Medi-Cal.

Shape the future of Medi-Cal

Proactively advance policy positions and thought leadership that position local plans at the center of Medi-Cal's evolution. Build on CalAIM and the services that address social drivers of health and anticipate the changes ahead, so members are prepared rather than surprised.

Champion communities, access, and health equity

Make a strong and assertive case for the value of local plans by telling the story of how local plans reinvest in food access, housing stability, workforce development and community well-being, and advocate for policies that improve access, quality, and outcomes for low-income and underserved Californians.

Deepen member engagement and unity

Be a visible, present leader with member plans. Develop a deep understanding of each plan and the community it serves, balance advocacy across a diverse membership and ensure every member sees LHPC as an essential strategic partner and a high-value forum for collective action.

Strengthen partnerships across the health care system

Expand LHPC's influence through collaboration with safety net providers, other associations, advocacy organizations, counties, and community partners. Build coalitions that amplify the voice of local plans and advance shared objectives.

Build organizational capacity and a high-performing team

Ensure LHPC has the people, resources, and structure to serve its members well. Strengthen leadership capabilities, invest in talent and succession, and sustain a culture of accountability and collaboration, with sound financial stewardship.

What Success Looks Like

LHPC's next CEO will succeed when:

Outcome	What it looks like
Communities and members are at the center	The CEO establishes strong, direct engagement with each member plan and develops a clear understanding of the communities they serve, their priorities, and where their interests converge or differ. Member and community perspectives consistently inform LHPC's advocacy and communications.
The local plan story is well told	LHPC communicates a consistent and compelling narrative about the value of community-based Medi-Cal plans. Policymakers, regulators, partners, and the media increasingly understand the role local plans play in access, quality and community health.
Relationships are strong and trusted	The CEO establishes and strengthens relationships with key state and federal policymakers, regulators, administration officials, partners, and stakeholders, positioning LHPC as a credible and sought-after resource on Medi-Cal.
Members are aligned around shared priorities	Through regular engagement with every member plan, the CEO builds consensus around a focused, board-approved policy agenda. Differences among plans are surfaced and navigated transparently and constructively, while LHPC maintains momentum around shared priorities.
LHPC delivers policy impact	Members and the board receive timely, actionable policy and regulatory analysis, clear recommendations, and coordinated advocacy on priority issues. LHPC effectively advances and defends local plan priorities, including the implementation of Proposition 35. Successful policy impact can also include preventing or improving proposals that would otherwise negatively affect local plans.
Progress is visible and accountable	The CEO establishes clear priorities and measures of progress and regularly reports to the board and members on advocacy results, emerging risks and opportunities, member engagement, and progress against the agreed-upon agenda.

Outcome	What it looks like
LHPC is built to serve	Within the first year, the CEO assesses and strengthens the association's people, resources, structure, operations, and culture, ensuring LHPC can effectively support its members while operating within a sound, board-approved budget.

Candidate Qualifications

LHPC seeks a visible, collaborative leader who cares deeply about the communities local plans serve and is equally effective in a boardroom, a legislative hearing, and a community meeting. The successful candidate will be a seasoned executive with a record of success in health care policy, advocacy and association or coalition leadership.

Education

- A bachelor's degree is required. An advanced degree in health, public policy, law, public administration, business, or a related field is preferred. Equivalent experience will be considered.

Knowledge and work experience

- At least five years of progressive responsibility in executive management positions, with previous experience as a CEO, Executive Director, or President preferred.
- Deep knowledge of health care in California and Medi-Cal managed care, including financing and policy. A strong understanding of health plans, with an emphasis on local health plans, is strongly preferred.
- A record of success in state-level advocacy, government, public policy, or coalition or association leadership, ideally in California.
- Established relationships with the Legislature, the administration, DHCS, DMHC and stakeholders across California health care.
- Demonstrated success engaging and influencing governing boards, senior executives, policymakers, regulators, and community leaders.
- Experience building consensus among organizations with diverse priorities, scale, and perspectives.
- Experience developing and executing organizational strategy while achieving measurable results.
- Experience leading through complexity, ambiguity and significant policy and political change.
- Experience as an organizational spokesperson, including with the media.
- Experience advocating for low-income and underserved communities and demonstrated commitment to health equity.

- Experience managing a budget, staff and consultants, and leading a high-performing team.

Leadership competencies

The ideal candidate will demonstrate the following:

Competency	What it looks like
Committed to community	Puts Medi-Cal members and their communities at the center of every decision. Brings an authentic commitment to the mission of community-based plans and to improving access, quality, and outcomes for the people they serve.
Courageous advocate	Speaks up for local plans and their members with conviction and credibility, including when positions are difficult or priorities diverge. Demonstrates sound judgment and political savvy in highly visible settings.
Trusted relationship builder	Builds authentic, lasting relationships across party lines and sectors, and understands how policy decisions get made in Sacramento and Washington. Leads with diplomacy and emotional intelligence.
Consensus builder	Earns the trust of member CEOs with different needs and brings them to a unified position. Creates an environment of transparency, collaboration, and trust among plans of differing size and circumstances.
Compelling communicator	Explains complex policy in clear, human terms. Communicates with clarity, confidence, and authenticity in writing and in person, and is comfortable as a public spokesperson.
Strategic thinker	Sees what is coming, identifies opportunities and risks and helps members prepare for them. Translates complex policy and market developments into clear priorities and direction.
Organizational leader	Builds and sustains a strong executive team, delegates effectively and holds self and others accountable for results. Provides sound financial and operational stewardship and fosters a culture of collaboration and continuous improvement.

Competency	What it looks like
Self-aware and resilient	Brings self-awareness, integrity, humility, and calm under pressure. Is approachable and accessible, listens to understand and models the behaviors LHPC expects of its team.

Travel

The CEO will represent LHPC in venues across California and, as needed, in Washington, D.C. Periodic travel is estimated at 5% to 10% and includes attending off-site meetings, visiting member health plans and participating in conferences. When travel is not required, the CEO will enjoy a hybrid work environment at LHPC's headquarters in downtown Sacramento. The current hybrid schedule is two days in the office with three days working remotely each week. More days in the office may be needed depending on scheduled meetings and events.

Procedure for Candidacy

Compensation

The salary range for this position is \$320,000 – \$455,000, commensurate with the candidate's qualifications, education, and experience.

LHPC invites applications, nominations, and confidential inquiries. Candidates should submit a résumé and cover letter to 2026CEOSearch@lhpc.org. Direct applicants only. We respectfully request no agency, recruiter, or search firm solicitations related to this position. Review of applications will begin in November, with a target start date in December 2026 or January 2027.

Local Health Plans of California is an equal opportunity employer and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.