



RUDISH HEALTH

Leadership Profile

Chief Executive Officer



**Constellation
Quality Health**

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Chief Executive Officer (CEO)
Constellation Quality Health
Raleigh, North Carolina
constellationqualityhealth.com

Opportunity

Constellation Quality Health is entering an exciting period of evolution. Building on a four-decade legacy of improving healthcare quality, the organization seeks a Chief Executive Officer who can honor its mission while shaping its next chapter of growth, innovation, and impact.

Constellation combines expertise in program integrity, quality improvement, external review, clinical and behavioral health, and community-based programs to help state and federal health agencies, managed care organizations, and their partners improve outcomes for the communities they serve. With the support of an engaged Board and committed workforce, the CEO will position fiscal year 2027 as a pivotal year for advancing greater collaboration and new strategic partnerships with agility and enterprise-wide alignment.

Key priorities for the role are 1) steering the organization on a path to financial performance and discipline; 2) developing a steady state of market-ready business development activities to sustain operations for the long term and expand the organization's reach across a changing healthcare landscape; and 3) people leadership to unify team and culture, building on Constellation's expert talent. The role offers a distinctive platform for a forward-thinking, hands-on leader to bring a start-up mindset to an established, mission-driven organization and translate its capabilities into sustainable new opportunities. As a servant leader, the CEO empowers the team to prioritize a culture of growth and community impact.

Constellation Quality Health (CQH)

Constellation Quality Health is a nonprofit healthcare consulting organization that works to improve the quality, accountability, and sustainability of Medicaid and other publicly funded health programs.

CQH combines expertise in program integrity, quality improvement, external review, clinical and behavioral health, and community-based programs to help state agencies, managed care organizations, and their partners improve outcomes for the communities they serve. Their work supports state health oversight of Medicaid, Medicaid Managed Care, public health, and other populations for which they have fiduciary responsibility for all aspects of program integrity.

Mission and Values

CQH exists to measurably improve the quality, accountability, and sustainability of publicly funded health programs serving vulnerable communities.

We do this by bringing together program integrity, quality improvement, external review, clinical and behavioral health expertise, and community-based experience to help state agencies, managed care organizations, and partners understand what is working, identify what is not, and improve performance, accountability, and outcomes, turning health program complexity into measurable improvement.

Our people embody our mission and core values every day. We have a purpose to bring positive transformation to the industry. It's what brings us together and cultivates our tight-knit team. ***Together, we are Constellation Quality Health – Where quality, accountability, and improvement meet.***

Go-Forward Intent

CQH's go-forward intent is to support program integrity functions in state programs where an independent, verifiable and effective solution facilitates appropriate care delivered reliably at lower cost. We aspire to be the strategic partner of choice to state and federal health programs by providing program integrity services that assure appropriate care is provided at the lowest cost to the program.

Areas of Expertise

External Quality Review: As an External Quality Review Organization (EQRO),

Constellation Quality Health identifies gaps in Medicaid system delivery and provides the tools necessary to take action. Constellation's team of experts helps organizations provide high quality and equitable care to Medicaid members while ensuring accountability and transparency required by providers and states. They provide program expertise and hold credentials in a range of specialties that include behavioral health, quality management, program integrity, integrated care, dental programs, and more.

Examples of offerings

- Compliance reviews
- Performance measures validation
- Performance improvement project validation (PIPs)
- Validation of network adequacy
- Readiness reviews for new health plans
- Evaluation of states' quality strategies including comprehensive technical reports
- Information system capability assessments (ISCA)
- Validation of member and provider satisfaction surveys
- Focused quality studies
- Quality forums
- Technical assistance to states and plans

Fraud, Waste and Abuse: CQH takes a data-driven approach to health care fraud and waste prevention, analyzing the integrity of data and medical record documentation to get a complete picture of areas of concern. Organizations can protect themselves from problematic providers, ensuring that health care dollars are being spent on intended services by quality providers.

Examples of offerings

- Payment integrity (medical and dental claims reviews)
- Fraud compliance and training
- Fraud reporting management solution
- Provider audits
- Expert court testimony

Behavioral Health: Constellations' Program Solutions team brings extensive experience in behavioral health and substance use disorder systems, accreditation and compliance, and quality improvement to its consulting services. Constellation partners with state health departments, managed care organizations, and providers to design customized technical assistance and peer-learning opportunities.

Examples of offerings

- Behavioral health program support

- Program reviews for substance abuse disorder and opioid use disorder services
- Quality management consulting and technical assistance
- Accreditation and compliance support
- Evaluation of compliance with settlement requirements, program standards and state and federal regulations

Outpatient Specialized Therapies: CQH's interdisciplinary team of licensed professionals uses proprietary technology to provide reliable and defensible prior authorization decisions, ensuring care is appropriate, necessary, and meets professionally recognized standards. By applying evidence-based practices, clinical expertise, and established policies, Constellation's utilization management processes guard against unnecessary, ineffective, and inappropriate use of services in physical therapy, occupational therapy, and speech language therapy.

Community Living & Clinical Oversight: Constellation Quality Health partners with states and managed care organizations (MCOs) to strengthen transitions from institutional settings to community-based living, including supported employment, housing, crisis services, and other essential supports. Through targeted sampling, process assessment, trend analysis, and evidence-based clinical review, Constellation identifies gaps in care and service delivery and develops data-driven strategies to improve outcomes. Our experienced clinicians review medical records and individual cases to assess clinical appropriateness, verify the delivery and quality of services, and evaluate compliance with settlement requirements, program standards, and state and federal regulations. Our approach goes beyond documentation. Face-to-face engagement provides a critical validation layer, allowing reviewers to compare the documented record with the individual's actual experience and determine whether services were delivered, met assessed needs, and achieved intended outcomes. By integrating clinical review, compliance assessment, documentation validation, and direct beneficiary engagement, Constellation transforms findings into action—identifying systemic trends and root causes, recommending corrective actions, providing targeted education and technical assistance, and monitoring improvement. This approach helps states and health plans understand not only where gaps exist, but why they occur, how to correct them, and how to prevent recurrence—strengthening accountability and supporting safer, more successful, and sustainable transitions to community living.

Chronic Disease: CQH combines clinical expertise and applied technology to support community chronic disease management and tracking. The Innovative Cardiovascular Health Program improves cardiovascular disease (stroke and heart disease) disparities in North Carolina, South Carolina, Georgia, and Florida. This program addresses longstanding cardiovascular disease (CVD) disparities and promote health equity by improving social determinants among disparate populations with a 53% and higher prevalence of hypertension. Initiatives include developing a robust Community of Care Hub, standardizing team-based care

utilization, and building sustainable community-clinical linkages. Constellation also facilitates partnerships and training across large systems and can bring that capability to smaller health networks and organizations to provide customized solutions addressing the unique needs of diverse locales and populations.

Examples of offerings

- Deliver evidence-based, efficient solutions and prevention methods.
- Ensure patients have access to appropriate care and self-management programs through dynamic community mapping.
- Demonstrate progress through easy-to-navigate data reporting.
- Connect local providers to community health solutions.

Constellation Regional Collaborative (CRC): Launched by Constellation Quality Health in 2023, the CRC is a five-year cooperative agreement funded by the Centers for Disease Control and Prevention (CDC), designed to reduce cardiovascular disparities and improve health equity across the Southeast.

Constellation Regional Learning Collaborative (CRLC): The CRLC is a 12-month initiative that brings together healthcare providers and community organizations across North Carolina, South Carolina, Georgia, and Florida to strengthen how teams work together to prevent, detect, and manage hypertension and cardiovascular disease.

Constellation Community Care Hub: Aiming to create effective community-clinical linkages that prioritize equitable care delivery, The Hub is a centralized, bi-directional, closed-loop referral hub that allows providers to refer patients to meaningful programs and community resources. This collaborative space unites clinical care delivery and social care to create an authentic, engaging link between community and health care.

Project ECHO: Founded on the principle of “All Teach, All Learn,” Project ECHO has evolved into a globally recognized model for collaborative learning and capacity building. Supporting populations at risk for hypertension and cardiovascular health disparities, Constellation connects participants such as multidisciplinary care team members, public health practitioners, and community-based organizations across the Southeast region of the United States, particularly in North Carolina, South Carolina, Georgia, and Florida.

Reporting Structure

The CEO will report to the Constellation Quality Health Board of Directors and will oversee an organization of approximately 53 employees, including PRN staff. The CEO engages closely with the organization's Leadership Council, which was created to strengthen communication, provide a representative sounding board, bridge gaps between senior leadership and the broader organization, and advance a more collaborative enterprise culture.

Read about the team and board [here](#).

Position Summary

The Chief Executive Officer (CEO) provides executive leadership, strategic direction, and overall accountability for Constellation Quality Health. In partnership with the Board of Directors, the CEO will stabilize and strengthen the current business, define a forward-looking growth strategy, modernize operations and technology, and position the organization for sustainable impact in a rapidly changing healthcare market. The CEO will serve as the organization's principal external representative and will be responsible for strategic, financial, operational, people, technology, business development, and governance performance.

Primary Duties and Responsibilities

Healthcare and Market Expertise

- Brings to the organization broad-based, deep knowledge of the healthcare industry.
- Assesses and navigates trends and changes across the public and private sectors.
- Maintains strong working relationships with key industry leaders.
- Translates market intelligence and industry trends into strategic opportunities and organizational priorities.
- Leads efforts to anticipate and response to emerging trends in healthcare quality and population health that may impact customers.

Strategic Growth

- Leads the organization's strategic planning effort in partnership with the Board.
- Translates strategy into disciplined execution and measurable results.
- Defines and executes an enterprise growth strategy that drives new business, improves long-term sustainability, and considers a wide range of growth and partnership opportunities.
- Builds an effective business development, sales, solution-development, and

government-procurement capability that converts Constellation's clinical and quality expertise into compelling market offerings.

- Identifies and pursues opportunities with managed care organizations, Medicare Advantage plans, Medicaid programs, government agencies, health systems, and other public- and private-sector partners.
- Anticipates market shifts three to five years ahead and rapidly adjusts strategy, capabilities, and offerings in response.
- Develops and executes strategies to enhance customer engagement, satisfaction, retention, and expansion across multiple service offerings.

Financial and Operational Leadership

- Directs the development of annual operating budgets for Board approval.
- Applies financial, operational, and market data to problem-solving and growth.
- Executes a financial turnaround in a mid-sized organization.
- Directs and guides effective financial analysis, accounting systems, and protocols.
- Roll up sleeves and works alongside the team to move priorities forward and get results.
- Establishes accountability for organizational performance while maintaining focus on long-term sustainability.
- Monitors monthly financial performance, taking action as appropriate to ensure that monthly, quarterly, annual, and long-term financial objects are met.
- With the CFO, presents financial reporting to the Board of Directors and operational managers.
- Ensures that contract deliverables are timely and meet quality expectations and stay on budget.

Change and Technology Leadership

- Leads organization-wide change to improve culture, workforce performance, collaboration, and accountability, fostering stronger collaboration, coordination, and resource sharing across the organization.
- Advances an enterprise technology platform and modern processes that improve productivity, enable reliable data analysis, and support timely, evidence-based decisions.
- Builds organizational capacity to sustain change and brings a start-up mindset—agility, urgency, experimentation, and resourcefulness—to a long-established organization.

Team Management, People and Culture Leadership

- Leads by example.
- Develops and recruits strong leaders, clarifies roles and expectations, and aligns talent decisions with enterprise priorities.
- Actively listens, seeks input, and is receptive to feedback and different perspectives.

- Creates an environment of accountability, collaboration, and shared responsibility for enterprise results, replacing “we-they” dynamics and siloed ways of working.
- Establishes transparent, merit-based approaches to performance, compensation, recognition, and advancement.
- Fosters a culture of respect, learning, innovation, empowerment, recognition of performance, and celebration of achievement.
- Ensures that Constellation is adequately staffed with talented, engaged employees or contractors through effective recruiting and retention programs.
- Makes hiring and staff/services decisions for direct reports, supports hiring and staff/services decisions of other managers as needed and manages direct staff.

Relationships and Influence

- Represents and effectively positions Constellation with clients, partners, industry leaders, and other external stakeholders.
- Establishes and builds critical partnerships, relationships, and alliances that will leverage the achievement of Constellation’s goals and enhance success.
- Cultivates and fosters key strategic relationships with public and private partners and creates opportunities for improved outcomes and future growth for Constellation.
- Communicates effectively with internal and external stakeholders.
- Utilizes strong industry relationships and a network of contacts to doors, strengthen relationships, and enhance Constellation's credibility.

Board Partnership and Governance

- Builds a candid, responsive, and transparent partnership with an engaged Board of Directors.
- Establishes clear performance measures in partnership with the Board, and presents strategic, operating, and financial information in a timely, concise, and digestible format.
- Engages the Board in long-term strategy development.
- Responds to Board questions and information requests with appropriate urgency and ensures the Board has the visibility needed to evaluate organizational performance.

Corporate Risk Management

- Ensures that the organization has an organized, systematic risk management program in place (including, but not limited to, insurance, confidentiality, and security) that meets all relevant laws, rules, and regulations for the organization.
- Ensures that organizational policies, employment practices, employee benefits, and employee relations practices are in full compliance with related laws and regulations and conducted in a manner to provide optimum protection for the organization.

- Ensures that competent legal counsel is available for consultation as appropriate in the conduct of corporate business.
- Maintains Constellation's business registrations and filings, maintains and updates Articles of Incorporation and Bylaws as needed, in consultation with the Board.

Candidate Qualifications

Education and Experience

- A bachelor's degree is required.
- Proven executive leadership experience in healthcare, government consulting, or related fields.
- Experience in one or more of the following areas is highly desirable:
 - State government, healthcare, and/or public health program administration.
 - Professional consulting with direct or supervisory responsibility for contracting with government agencies.
 - CMS, DHHS or other state agencies, government contracts, and/or grants.
 - Healthcare quality, value-based care, and/or quality measurement.

Core CEO Competencies

- A servant leader.
- Current, broad understanding of healthcare market dynamics, including health systems, managed care, Medicare Advantage, Medicaid, and government purchasing.
- Forward-thinking, decisive, and able to anticipate market needs and provide strategic direction three to five years ahead.
- Demonstrated sales, business development, solution-development, and government-procurement capabilities.
- Proven operational and financial leadership, with the ability to optimize existing businesses while building new sources of revenue.
- Hands-on, agile, and comfortable bringing a start-up mentality to an established, mission-driven organization.
- Exceptional communicator with internal and external stakeholders.
- Inclusive people leader who can rebuild trust, break down silos, recruit and develop talent, and establish transparent, merit-based accountability.
- Proven experience partnering with governing or voluntary boards through clear metrics, timely reporting, transparency, and responsiveness.

Compensation

An attractive compensation and benefits package will be offered commensurate with the candidate's experience.

Contact

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