



Central New Hampshire VNA & Hospice

Chief Executive Officer

Laconia, New Hampshire

Position Specification

April 2017

The Opportunity

This is an opportunity to lead a healthy, dynamic, highly-regarded organization providing quality home health, hospice, and community-based care services throughout the Lakes Region of central New Hampshire. Central New Hampshire VNA & Hospice (CNHVNAH) seeks a dynamic and talented leader to succeed their well respected, recently retired CEO. The largest VNA in the region, CNHVNAH enjoys a strong reputation among patients, families and providers, solid financial performance, excellent quality metrics, a skilled management team, loyal volunteers, and a generous core of donors.

The next CEO will lead CNHVNAH forward in a time of great change in health care, and will be the face of the organization to the many communities in the broad-reaching service area. The organization serves residents of 46 communities of the Lakes Region of New Hampshire, an area featuring excellent quality of life, reasonable cost of living, idyllic country settings, a wide range of recreational opportunities, and easy access to the White Mountains, the seashore, Portland, ME or Boston, MA.

The Organization

The mission of Central New Hampshire VNA & Hospice is "Promoting dignity, independence, and well-being through the delivery of quality home health, hospice and community-based care services" throughout central New Hampshire. CNHVNAH was formed through the 2010 merger of Community Health & Hospice in Laconia, NH (founded in 1974) and the VNA & Hospice of Southern Carroll County in Wolfeboro, NH (founded in 1916). Specifically, CNHVNAH offers Home Care (nursing and rehabilitation services in the home); Pediatric Care (direct health care, education and support services for children and families); and a comprehensive, team-based hospice program. To learn more, visit: www.centralvna.org.

Central New Hampshire VNA & Hospice is a 501c3 not-for-profit organization licensed by the State of New Hampshire, governed by a volunteer Board of Trustees. Their primary sources of revenue are from Medicare, third party insurers, private pay, and support from many of the communities it serves. The agency is also supported by robust private and corporate donations. CNHVNAH has an \$11 million budget and about 100 employees. The culture of the organization is warm, friendly and supportive, and emphasizes education and development; at the same time, it is business-oriented, fiscally and bottom-line driven, and features thoughtful strategic planning and high accountability.

The Position

The CEO of CNHVNAH is a highly visible, externally focused position. It will require working with legislators, lobbyists, regulators, referral sources, and leadership/residents of the communities CNHVNAH serves, as well as with NH state government. The position is clearly one of strategic leadership, to best position the organization for the political, demographic, cultural, and regulatory changes ahead. Responsibilities of the CEO are outlined below:

Mission & Values

- Clearly articulates the organization's mission and values to staff, community leaders, funders and colleagues.
- Leads senior management, program managers and staff in creating a culture of clinical and operational excellence and accountability.
- Leads and oversees the development of policies and procedures that reflect the agency's mission and demonstrate accountability and stewardship.

- Provides guidance and oversight to the quality improvement program and assures that opportunities for improvement are addressed and data is reported to federal entities and the Board.

Board Relationships:

- Works with the Board to develop and implement strategies that allow the mission of the organization to be fully implemented.
- Reports to the Board and provides timely and accurate information to allow the board to fulfill its role as stewards of the agency assets.
- Guides the board in understanding new regulations and in acquiring the skills needed to provide sensible oversight.

Leadership

- Serves as a visionary thinker within the organization.
- Identifies, evaluates and implements new processes and systems that improve service value and build organizational integrity.
- Develops leadership skills in others through information sharing and exposure to accountable decision making.
- Identifies, cultivates and maintains key relationships in the community that benefit the organization and the community it serves.
- Represents the organization with affinity groups and collective projects to maintain a command of industry developments and lead the organization to success.
- Represents the agency in community, state wide and national programs that are consistent with the agency's mission and positively impact the health of the community and the population the agency serves.
- Clearly and respectfully communicates complex ideas orally and in writing to multiple audiences within the organization, the community and the state.

Operations

- Has or develops a command of home health and hospice regulations and crafts internal operating systems that are in compliance with the regulations.
- Oversees the Human Resource function and works with the Human Resource staff to evaluate needs and build human capital to enhance fulfillment of the agency's mission.
- Manages the resources within the budget and oversees the deployment of resources.
- Oversees managers and program operations and assures that they are aligned with the mission, vision and strategic plan of the organization.
- Interprets regulations and oversees the creation and implementation of policies and procedures that support the organization's success within the regulatory framework.

Finances

- Oversees the work of the CFO and assures that systems and data reporting are consistent with industry standards in conjunction with the independent auditor.
- Assures that internal controls and related policies and procedures are in place and followed in order to manage and account for fund use and transfer.

- Oversees development of the agency budget and assures that accurate financial reports are available to the Board on a timely basis.
- Along with the CFO, communicates the organization's financial position accurately to the Board and appropriate internal and external stakeholders.

Fund Development

- Works with the Fund Development Director to craft a development plan that is consistent with the work of the agency.
- Assures that systems, policies and procedures are in place to account for and manage the receipt of donated funds.
- Assists the Fund Development Director in cultivating donors and development techniques within the community.

The Candidate

The right candidate will be a *bona fide* leader who has a long-term strategic vision, exceptional people skills, very strong communication skills, and the clinical awareness/passion that drives the mission of the organization. S/he must be very well organized and able to effectively multi-task and juggle priorities. While not an absolute requirement, a clinical background is seen as a valuable asset. The optimal candidate will have demonstrated a strong financial sense, had multi-location management experience, and will be able to rapidly build credible relationships with people from widely varying socioeconomic, cultural, ethnic, and political orientations. S/he must be effective in representing CNHVNAH to the public in local and regional communities.

The next CEO must understand the dynamics of change in healthcare on a national and regional basis (especially related to home health), and be able to clearly convey this understanding to volunteer Board members and community constituents. The right candidate will thrive in a thoughtful, responsible, far-sighted and business-oriented culture with high accountability. S/he must be resourceful and have a hands-on, unpretentious style. Master's degree highly preferred. From a technical standpoint the right candidate should:

- Have strong business and financial expertise with a conservative approach to both, but be willing to take appropriate risks.
- Show the ability to understand and use financial indicators and metrics to enhance the mission and efficiency of the organization.
- Be familiar with legislative policy and processes, and be able to champion CNHVNAH in that context.
- Have the ability to comprehend data and use data analytic methods to explain and guide performance.
- Demonstrate a command of CMS regulations and the importance of adhering to them.
- Possess the ability to understand (or rapidly learn) the local/regional market, and to identify opportunities for organizational success within it.

From a personal standpoint, the ideal candidate will:

- Seek information and stakeholder opinions before making change when possible.
- Be willing to acknowledge what they do not know; willing to learn.

- Appreciate and respect the traditions and success of CNHVNAH; s/he will not come in with the intention of “cleaning house.”
- Be a team player and team leader, with the ability to inspire, motivate and lead teams toward common goals and collective success.
- Have a high tolerance for ambiguity and an open minded approach to solving challenges.
- Show willingness to listen to others even when opinions conflict.

The ideal candidate will be happy to reside in the Lakes Region of New Hampshire with its wide range of outdoor recreational, educational, cultural and professional opportunities.

Critical Success Factors

Success of the new CEO after one year on the job will be determined by:

- Patient satisfaction
- Staff retention and morale
- Quality measures
- Financial performance
- Performance against/adaptation to strategic plan

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. The ideal candidate will be drawn to the opportunity to assume a highly visible leadership role in a thriving, community-based organization.

For More Information

We welcome applications, referral of potential candidates or networking sources, or other suggestions. Interested parties please send cover letter and resume to CNHVNAHCEO2208@ZurickDavis.com. For additional information, please contact **Lida Junghans, PhD** (lida.junghans@zurickdavis.com) or **Jeffrey Zegas** at 781-938-1975. All contact with **ZurickDavis** will remain confidential.