

JEWISH HOME
of Eastern Pennsylvania

Chief Executive Officer
The Jewish Home of Eastern Pennsylvania
Scranton, PA

Position Specification

The Opportunity

This is an exceptional opportunity to lead into the future a faith-based, not-for-profit, independent organization with an excellent reputation. The Jewish Home of Eastern Pennsylvania serves a Northeastern Pennsylvania region, including Scranton, Wilkes-Barre, and Clarks Summit. The Jewish Home is in a strong financial condition, and has an engaged, sophisticated, and supportive board. The opening arises from the upcoming retirement of the CEO who has successfully led The Jewish Home of Eastern Pennsylvania for 38 years. The next CEO of The Jewish Home must be a versatile leader who understands the dynamics of the rapidly changing health care sector and is a strategic visionary that can also lead a capable management team in day-to-day operations.

The Organization

Founded in 1916, The Jewish Home of Eastern Pennsylvania (JHEP) is a warm and inviting senior community that has earned a reputation as the region's premier provider of short-term rehabilitation, long-term skilled nursing care, and Alzheimer's care for older adults. JHEP welcomes people of all faiths to their community. The Jewish Home offers engaging social activities, entertainment, full-service dining, beauty salon, a family room for private celebrations, and landscaped patio with gorgeous views of the downtown area. See www.jhep.org.

The mission of the Jewish Home of Eastern PA is to provide high quality care, dignified and compassionate services to all residents in need of long term care. Their mission is also to provide enriching experiences to older adults through a broad range of housing and support services that reflect the spiritual, social, and cultural values of their tradition. Their mission includes collaboration with other agencies and potential partners to accomplish this goal. The vision is to support the Jewish Home's campuses and to develop other locations that support seniors in their quest to age gracefully, with utmost dignity while staying connected with their communities. The Jewish Home of Eastern PA features:

- 173 beds
- About 235 employees, some unionized
- Diversity in its resident population, with 15-18 percent being Jewish
- An operating budget of \$14 million annually
- Liquid assets for The Jewish Home and its Foundation total about \$38 million
- Annual philanthropic gifts of about \$200,000
- Many long-term employees and a sophisticated, engaged volunteer Board of Directors who represent different communities in the region served by The Jewish Home
- A Jewish community that has strong infrastructure and resources for those choosing to live a Jewish life
- Being situated in a vibrant, low-cost-of-living environment featuring many cultural and recreational resources and easy access both to several urban hubs and to rural locations

The Position

The CEO of The Jewish Home reports to the Board of Directors, and is responsible for the organization's consistent achievement of its mission and financial objectives. The CEO is ultimately responsible for the day-to-day operation of all programs, the management of fiscal resources, the supervision of all staff, the quality of all services, and for the provision of strategic leadership, vision, and direction for the organization.

The next CEO must be a *bona fide* leader who will guide The Jewish Home through the rapidly changing and highly competitive health care sector in the region. This entails building relationships with leaders of the many communities engaged with The Jewish Home: the Northeastern Pennsylvania business and political communities, the regional Jewish community organizations and constituents, residents and their families, and the health care sector/referral sources in Northeastern Pennsylvania. The next CEO of JHEP must be marketing-savvy and understand how to position, brand, and market the organization in a highly competitive market, by using internet marketing and building the brand through social media.

The position requires someone with high emotional intelligence, exceptional people skills, familiarity with fundraising, and an appreciation for Jewish culture and values. Understanding of reimbursement mechanisms and the financial dynamics at play in the current health care world are essential. The CEO will be the strategic link between The Jewish Home and its sister organizations, Elan Gardens (assisted living) and Webster Towers (independent living), which are run separately but supported by the same Foundation. Specific responsibilities of next CEO of The Jewish Home include:

Management and Administration

- Participating in meetings of the Board of Directors and any of its committees.
- Reporting on progress and conditions of the Home to the Board.
- Having authority to act in all matters necessary in the administration of a facility.
- Overseeing the preparation and submission of budgets to the Board and Finance Committee.
- Reviewing monthly financial statements and investigating significant budget variances.
- Seeking appropriate cost containment and revenue enhancement opportunities.
- Assuring compliance with regulatory agencies.
- Being authorized to hire, supervise, discipline, and discharge staff as needed to operate the Home efficiently and on a high level of service.
- Delegating responsibility to various department heads and staff who are familiar with desirable practice of health care facility administration and public agency requirements.
- Interactions with staff.

Strategic Direction and Long Range Planning

- Leading the ongoing strategic planning efforts of the organization.
- Developing and maintaining a Capital Repair and Replacement Plan.
- Preparing or assisting with the preparation of internal financial projections for the evaluation of new facilities and services.
- Providing annual reports to the Board of Directors on the progress made toward achievement of the Strategic Initiatives and goals described in the Integrated Strategic Plan.

Public Relations and Fund Raising

- Being the “Public face” of JHEP in a high-profile role.
- Becoming known as a thought leader and media resource on aging issues.
- Serving as the organization’s lead fund raiser.
- Managing the relationship with the Foundation.
- Managing grant applications.
- Promoting and coordinating the Annual Membership Campaign.

- Overseeing maintenance of donor database, contribution record keeping, and provision of appropriate contribution receipts pursuant to IRS regulations.

Attractions of this Position

- The Jewish Home of Eastern PA is an independent, mission-driven not-for-profit organization, not part of a for-profit chain. This means that the next CEO will have the opportunity to provide true leadership with a great deal more autonomy and creativity than would be possible in a larger or for-profit organization.
- The Jewish Home is financially stable. While certainly not immune to market and reimbursement pressures, the organization is supported by a Foundation with significant financial assets.
- A sophisticated, dedicated, committed Board of Directors provides leadership, guidance and resources, but not micromanagement.
- Northeastern PA has many attractions to it; see below.

The Candidate

The next CEO of The Jewish Home must strike the balance between driving necessary strategic change and respecting the long traditions and heritage of this organization. The CEO will be JHEP's high profile "public face" to the community, and will represent a standard of excellence consistent with JHEP's strategic objectives, vision and values. True leadership ability, commanding presence, and a passion for the mission is essential in the new CEO. He or she will be actively involved with residents and their families, the Scranton-area Jewish community, the broader business/health care community, regulators, policy makers, and funders. The next CEO should have a sound background in healthcare and a mission-driven commitment to quality elder care; s/he should implement "best in class" practices. He or she should be a positive, confident and energetic leader, demonstrating a balance of creativity, strategic thought, compassion, and strong financial and operational acumen. He or she will respect and understand the fundamental values and traditions of the Jewish faith.

Technical requirements for the successful candidate include:

- Bachelor's Degree, with a Master's highly preferred.
- Ten or more years of experience in healthcare is ideal in the non-profit or business sector, ideally with a track record of strategic achievement in Senior Care.
- Understanding of the dynamics of health care reform and changes in reimbursement parameters.
- A track record of successfully engaging with a Board of Directors.
- A strong sense for marketing, including brand development and positioning.
- Having thrived in a highly visible role before a wide range of stakeholders, including professional and community interests.
- Understanding and championing the resident-based and client-centric small house movement, such as the proprietary "Green House" model.
- Experience participating in a capital campaign or other significant fundraising role.
- Skill at "building bridges" with health care and community organizations, creating referral sources to advance the mission of JHEP, and possibly develop new revenue streams.
- Experience in transforming, growing and improving organizational performance.
- Demonstrated experience developing and driving strategic outcomes.

- Experience with quality improvement methodologies and demonstrated quality improvement success.
- Experience building coalitions across diverse stakeholders.

Personal traits that will ensure success include:

- The commitment, creativity and resourcefulness necessary to lead an independent organization.
- Sensitivity to the core values and mission of the organization and the Jewish faith, and sensitivity to Jewish elders.
- Exceptional presence, communication and relationship-building skills across a broad range of constituents.
- A relentless commitment to quality care and services.
- Keen business sense, strong bottom line orientation, and a long-range, strategic vision.
- Being highly collaborative, with transparency, humility, and respect; not ego- or turf-driven. Has a high “Emotional Quotient.”
- Working effectively with a strong senior management team.
- Being a team player, team leader and team builder.
- Results orientation: a strong bias for action, a can-do attitude, and focus on specific, ambitious goals.
- A sense of personal accountability for achieving results.
- Willingness to be hands-on when necessary.
- Skill and comfort in a fund-raising role.
- Embracing the movement toward a multicultural work force and resident population.
- A strong desire to innovate and drive continuous improvement.
- A transparent and collaborative, yet decisive, management style.

The next CEO of JHEP must be mission-driven and thrive in a not-for-profit setting, yet at the same time be a practical, pragmatic, and strategic businessperson with a keen eye for the bottom line.

Critical Success Factors

Indications of the CEO’s success in the first year include:

- Increased breadth of relationships with professional contacts across the communities served by JHEP, ideally leading to increased referrals.
- Movement toward clearer branding of JHEP as a national leader in Senior Care and as an organization of Excellence.
- Cultural shift toward an increasingly resident-based and client-centric perspective.
- Deliverance of high quality care.
- Strong census and financial performance.
- High satisfaction scores from residents, families and employees.
- Elevation of the philanthropic profile of The Jewish Home.
- The development of a sustainable business model that positions JHEP well for the future.

The Location

Northeastern Pennsylvania (major towns include Scranton, Wilkes-Barre and Clarks Summit) is a low cost-of-living and low crime area that offers many educational, cultural, and recreational opportunities, including easy access to the Pocono Mountains and urban hubs like New York City and Philadelphia. The area features many strong school systems and institutions of higher learning, and is a great place to raise a family. It is a major transportation hub located at the convergence of several major interstates (84, 81, 80, 380 & 476). See www.scrantonplan.com.

Compensation

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate. Most significant is the opportunity to assume a highly visible leadership role in an independent, healthy, mission driven organization poised for growth and advancement.

For More Information

Referral of networking sources or potential candidates is welcome. Interested parties please send cover letter and resume to JewishHomeEasternPACEO2206@ZurickDavis.com. For additional questions please contact **Nancy Mundel** at 617-823-9881 or **Jeffrey Zegas** at 781-938-1975. All contact with **ZurickDavis** will remain confidential.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Jewish Home will be based on merit, qualifications, physical ability to do the work and attendance. Jewish Home does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, or any other characteristics protected by law. Jewish Home will make reasonable accommodations for each qualified individual with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.