

**South Cove Manor
Chief Executive Officer**

Quincy, MA

Position Specification



August 2017

The Opportunity

South Cove Manor at Quincy Point, one of the most highly rated nursing and rehabilitation communities in Massachusetts, seeks an accomplished and innovative Chief Executive Officer (CEO) to lead the organization through its next phase of development. This is an opportunity for an entrepreneurial leader to broaden the reach of South Cove Manor's exceptional new short-term rehabilitation unit, and diversify activities that fulfill South Cove Manor's mission of providing the highest quality of individualized care and service to its patients and residents in a culturally sensitive manner.

The Organization

Founded in 1985, South Cove Manor Nursing and Rehabilitation Center, Inc. (d/b/a South Cove Manor at Quincy Point) is a nonprofit 141-bed nursing and rehabilitation center in Quincy, Massachusetts. In May of 2014, it moved from its original home in Chinatown to a newly constructed, state-of-the-art building which expanded its capacity for rehabilitation services and enables South Cove to implement a more person-centered approach to care, inspired by the Small-House model. Started as a facility serving a primarily Asian population, South Cove is expanding its demographic reach, particularly in the short-term rehabilitation space.

South Cove has received a consistent Five-Star rating from the Federal Centers for Medicare and Medicaid, and 20 of 23 perfect surveys from the MA Department of Public Health. It has a highly dedicated staff, a committed board, and a record of balanced budgets and fiscal conservatism.

In addition to the President and CEO, South Cove employs 230 full and part-time employees, including a senior management team consisting of an Administrator, Director of Finance, HR Director, Director of Quality, and Director of Nursing. More information can be found at www.SouthCoveManor.org.

The Position

The President and CEO is responsible for the overall operation and delivery of care, short and long-range planning, and the successful stewardship of physical, financial, and human resources. The position reports to the Board of Directors, and with the support of and in partnership with the Board, ensures the fulfillment of the mission and the ongoing financial and programmatic health of the organization. The next CEO must be highly visible, and build effective relationships with residents, families, staff, and Board members. Key priorities include:

- Fully implementing South Cove's vision for a more individualized care delivery model
- Building and diversifying the rehabilitation patient population served
- Ensuring ongoing financial stability and sustainability while serving a high percentage of low and moderate-income residents
- Building South Cove's brand as a leader in high quality nursing and rehabilitation care, and a leader in culturally sensitive care
- Helping to set the course for South Cove's future direction

Specific duties include the following:

Leadership and Management

- In collaboration with the Board, and in consultation with the senior management team, establish and implement strategic priorities.

- Stay abreast of industry trends and the competitive environment, and use them to develop strategies and solutions to ensure success in this changing health care environment.
- Provide effective management of the senior leadership team, building cohesiveness and ensuring clear communications.
- Oversee all operations, and ensure compliance with all legal and regulatory requirements.
- Serve as a visible and inspirational leader to the entire staff.

Resident Care and Quality

- Oversee South Cove's goal/mission to becoming a truly resident-centric organization.
- Ensure that residents have a safe and secure environment.
- Maintain a five-star rating and achieve a 'no harm' deficiency rating in the state survey.

Financial Stewardship

- Oversee the preparation of annual budgets that support operating priorities; oversee budget forecasting and cash management; monitor throughout the year to ensure a balanced budget.
- Monitor the investment fund.
- Ensure timely and accurate billing and accounting systems, controls and reporting.
- Establish clear direction for the near and long-term future of SCM regarding target populations, case-mix, and reimbursement strategies.
- Build upon South Cove's recent \$3 million capital campaign to develop an ongoing fundraising and development function.

Communications and External Relations

- Serve as the primary spokesperson for South Cove Manor.
- Ensure a strong community presence and outreach to the Asian community, the local community in general, public officials, business community, and medical/senior care providers.
- Oversee marketing efforts to build our brand and promote referrals.

Board and Governance

- Work closely with the Board of Directors; provide timely and accurate information needed for decision-making and fiduciary oversight.
- Advise the Board in the development of recommendations.
- Serve as an ex officio, non-voting member of Board committees including the Executive, Finance, Investment, Compliance Audit Risk, HR/Compensation, Nominating and Governance, Facilities and Security, and Quality and Safety Committees.

Attractions of this Position

South Cove Manor is repeatedly named by *US News & World Report* as one of the country's top nursing homes. The challenge for the next South Cove CEO is to "bring the organization to the next level," as designated in the Critical Success Factors outlined below. Among the strengths of South Cove Manor:

- They are in a strong financial position and have an endowment

- A 5-Star rating and zero deficiency DPH surveys
- A new, state-of-the-art building that is almost fully occupied
- A board that is engaged, dedicated, and provides many resources
- A capable management team that ensures that the organization is well run
- A very loyal work force with a much lower employee turnover rate than is typical; over 90 percent of South Cove’s staff followed them to Quincy from Boston when they moved to their new facility in 2014
- A culture that is entrepreneurial and open to progressive change

The Candidate

The President and CEO will be an experienced leader with a proven record of successful management, and will share a passion for South Cove Manor’s mission. S/he will be a strategic thinker who can translate vision into operations, and will move the organization forward by inspiring, engaging and collaborating with Board and staff. The next CEO must be a strategic thinker with an entrepreneurial outlook and solid financial acumen. At the same time, the CEO must be hands-on and unpretentious, ready to pitch in as needed in operations.

The next CEO must be dynamic and action oriented, and particularly skilled at facilitating and optimizing the talents of a strong management team. Knowing how to effectively work with the Board of Directors, and how to parley the insights and resources they offer to South Cove is critically important. The ideal candidate will have political savvy, good financial sense, familiarity with the dynamic forces at play in health care, and comfort as the highly visible “face” of South Cove. Strong project management skill and the practice of proactive communication are also important. The next CEO must be able to effectively integrate South Cove’s “business” with its “mission.” Some specific qualifications include:

- Minimum of ten years’ experience in a senior leadership role in a nonprofit, private or public-sector organization, ideally Senior Care
- Proven record of strong fiscal management and bottom line responsibility for a similarly-sized organization
- Demonstrated ability to identify and implement service programs and financial opportunities to promote clinical innovation and excellence in a changing and evolving healthcare environment
- Excellent management skills that incorporate accountability, inclusiveness, empowerment, clear communications and expectations
- Ability to use a creative and entrepreneurial approach in developing solutions
- Curiosity about the cultures and languages of the communities served; Chinese language skills a plus
- Highest integrity and ethical standards
- Strong interpersonal skills, personally engaging and enthusiastic
- Excellent written and verbal communications, and a talent for public speaking

Critical Success Factors

Success in the new CEO’s first year will be determined by:

- Progress toward implementing South Cove’s vision for more individualized care in the “Small House” model
- Significantly growing and diversifying the Rehabilitation business

- Achieving revenue and expense goals
- Stronger branding of South Cove Manor in the South Shore as a leader in culturally centered, high quality nursing and rehabilitation care
- Strategic relationships with the South Shore health care and business community
- Strengthened fundraising and sales/marketing capability
- Vigilance regarding opportunities for expansion and diversification
- Movement toward becoming JCAHO certified
- The CEO has become a compelling “go to” resource for South Cove, both internally and externally

Compensation:

A compensation program will be constructed that reflects the background and accomplishments of the selected candidate. Most significant is the opportunity to lead an immensely well respected and well-run mission-driven organization to the next level.

For More Information

We welcome applications, referrals of potential candidates and networking sources, or other suggestions. Interested parties please send resume and letter of interest outlining appropriate qualifications to SCMCEO2217@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.

South Cove Manor respects the dignity of all individuals without distinction of gender, age, ethnicity, sexual orientation, race or creed.