Chief Human Resources Officer

Visiting Nurse Association Health Group

Holmdel, NJ

February 2018
The Opportunity

The Chief Human Resources Officer (CHRO) of the VNA Health Group (VNAHG) has an opportunity to drive culture change at a dynamic and growing multi-state organization with a strong commitment to “People” as part of its strategic plan. The next CHRO of VNAHG will position Human Resources as a strategic and proactive leadership force that is driven by quantitative metrics reflecting improvement in learning and growth, performance, quality, productivity, employee engagement, and recruitment/retention across the organization. The new CHRO will report to the CEO and will join a fast paced culture committed to excellence and growth. S/he will have the opportunity to build and mold the HR function through the hiring of several newly created positions. The position offers significant incentive compensation for strong performance.

The Organization

The over $200 million not-for-profit VNA Health Group (www.vnahg.org), is the second largest VNA in the country, covering almost all of New Jersey and parts of Ohio with a very wide range of innovative health programs, including homecare, hospice, palliative, and community-based care. VNA Health Group helps individuals and families achieve their best level of well-being through its services, including a full range of primary care services available through VNACJ Community Health Centers.

VNA Health Group has a rich 105-year history as a local visiting nurse association in Central New Jersey, and grown tremendously in the last 5 years, most recently across state lines through a partnership with Visiting Nurse Association of Ohio; total employees are about 2,500 and growing. The growth has occurred through unique home health and hospice joint ventures partnerships with leading hospitals and health systems and through three wholly owned programmatic “Institutes.” Currently, VNAHG’s home health and hospice joint ventures include:

- Robert Wood Johnson Visiting Nurses is a joint venture with Robert Wood Johnson University Hospital that provides home health and hospice services in Middlesex, Somerset, Union, and Mercer Counties
- VNA Health Group of New Jersey is a joint venture with Barnabas Home Health and Hospice providing home health, hospice, and private duty care in Ocean, Monmouth, Burlington, Middlesex, Essex, and Hudson Counties
- Visiting Nurse Association of Englewood is a joint venture with Englewood Hospital and Medical Center serving Bergen County

The culture of the VNAHG features great commitment to the mission, high priority given to the well-being of employees, and being driven by quality. Often referred to as a “great place to work,” VNAHG has a lean, hard-working, hands-on culture. The Corporate VNAHG in New Jersey needs a strong HR leader to unify and standardize as much as possible a workforce that is widely dispersed geographically, and which has recently merged the VNA of Ohio. Further growth of the organization is anticipated.

Beyond home health and hospice agency services, VNAHG has established 3 Institutes that are positioning the organization on the cutting edge of home and community-based care. The institutes are led by accomplished thought leaders and innovators in their field. The institutes include:

- Children and Family Health Institute, that provides a range of children’s health, primary medical care, and public health services to vulnerable communities in New Jersey
• **Connected Health Institute**, which houses a portfolio of telehealth, analytics, and digital health initiatives focused on improving quality, access and efficiency in health care
• **Advanced Care Institute**, which includes over 30 physicians and nurse practitioners that provide in-home primary medical care and a range of palliative care services to people with very serious chronic illness

**The Position**

Reporting directly to the CEO, the Chief Human Resources Officer is responsible for providing oversight and leadership for all activities related to the Human Resources function while fostering an environment of accountability, excellence, collaboration, and innovation among the staff and demonstrates fiscal responsibility. This position contributes to the strategic planning for the organization to achieve market growth, revenue enhancement, cost containment and maximum productivity. Specific responsibilities include:

1. Supporting VNAHG’s mission by striving for excellence in all aspects of their job with a focus on positive interpersonal relationship with co-workers.
   - **Respect** – Treats each person in a professional manner, and values the diversity among peers; is punctual for meetings and appointments
   - **Teamwork** – Works collaboratively and shares necessary information and resources to accomplish goals; volunteers assistance to others. Demonstrates a positive attitude towards team members
   - **Integrity** – Acts ethically and upholds the organization’s code of ethics; maintains confidentiality of all information pertaining to coworkers
   - **Communication** – Interacts with all levels of management and staff in a courteous manner; maintains open communication with supervisors and staff; listens actively and responds positively to requests and follows up when needed
   - **Judgment** – Makes well thought out and constructive decisions; demonstrates positive thinking under tight deadlines; recognizes problems and brings them to supervisor’s attention; asks questions related to responsibilities to ensure understanding

2. Providing agency wide leadership in day-to-day business and administrative operations
   - Provides visible leadership in day-to-day business and administrative operations.
   - Coaches and develops individual leadership team members.
   - Leads and supports a positive, proactive, results oriented work culture that is regarded by peers and shareholders as innovative and demonstrative of agency’s values and mission.
   - Continually improves knowledge of industry developments

3. Establishing and maintaining the dashboard for operating results and process improvement to business targets
   - Leads the business operations of the agency to achieve the targeted key performance indicators
   - Assists the President and/or CEO in the development and monitoring of the overall organizational structure
   - Establishes policies and guidelines for operational excellence and regulatory compliance
4. Providing overall leadership and guidance to HR functions by overseeing talent acquisition, engagement, career development, retention, training, orientation and leadership development.

5. Leading the continual process of employee engagement agency-wide
   - Works closely with Human Resources team regarding HR policies and procedures, salary administration, employee engagement, labor relations, employee benefits and performance appraisal process to ensure interest and welfare of the employees as individuals are preserved and protected
   - Works with leadership team on staffing needs, resources and planning requirements
   - Assures and maintains fair, equitable and competitive salaries and manages incentive compensation plan
   - Provides oversight of the Payroll department and monitors the quality and appropriateness of the services provided by the Payroll department

6. Ensuring educational development and training for all employees
   - Continual involvement in the new employee orientation and OSCAR customer service program
   - Manages and promotes agency tuition reimbursement program
   - Monitors Certification courses and Continuing Education in-house
   - Dedicates resource to address needs for on-site education courses and presence of student interns

7. Supervising staff in conjunction with the organization’s managerial/leadership practices, and keeping the department within allotted budget

The Candidate

The right CHRO candidate will be an experienced Human Resources leader who has led HR at a large, highly regulated, geographically dispersed organization. While not an absolute, health care experience is a big plus. Experience in a unionized environment is important. S/he will be Masters’ prepared.

The next CHRO of VNA Health Group should have led an HR function that is central to the strategic direction of their organization, and led it utilizing quantitative metrics reflecting achievement of desired objectives. Experience merging the cultures of organizations, and/or driving broad-scale cultural change in a geographically dispersed organization, is very valuable. The ability to be part of a leadership team committed to driving growth is essential.

S/he should be a composed, level-headed individual who keeps the big-picture in mind when attending to immediate issues, staying “above the fray” of day-to-day issues. The right CHRO is a goal-directed person driven toward demonstrable outcomes, toward accountability and results. S/he should understand how to drive organizational change. Warm and engaging people skills are critically important. Other desired characteristics are:

- Strong communication skills
- An outgoing, likable personality with a highly collaborative work style
- Being driven by quantitative metrics and measurable outcomes
- A strategic, proactive, farsighted vision
- The ability to challenge people and help them grow, while retaining warm and positive relationships
• High intelligence
• An upbeat personality with enthusiasm and energy
• The ability to make clear and compelling presentations

The right candidate will a broad and deep human resources leader equipped to drive cultural change and performance improvement at a national leader in home health and other senior services.

**Critical Success Factors**

Success after a year in the role will be indicated by the CHROs recognized mastery in the field and broad acceptance as part of the leadership team of VNAHG. Success will also be reflected in clear indication of (probably measurable) improvements in –

• Quality and productivity
• Employee engagement
• Learning and growth
• Recruitment and retention

**Compensation**

An attractive compensation package will be constructed commensurate with the background and experience of the selected candidate, and will include competitive base salary with bonus/incentive compensation opportunity up to 75% of base salary. Most important is the opportunity to shape the culture of a dynamic industry leader in a multi-state setting.

**For More Information**

We welcome and appreciate referrals. Interested parties should send resume and cover letter to VNAHGCHRO2235@ZurickDavis.com. For additional questions, please contact Fernando Limbo or Jeff Zegas at 781.938.1975. All contact with our office will remain confidential.

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